

*Monroe County
Clerk of the Legislature*

**David Grant
Clerk**



**Frank Keophetlasy
Deputy Clerk**

**Ian Watkins
2nd Assistant Dep. Clerk**

MEMORANDUM

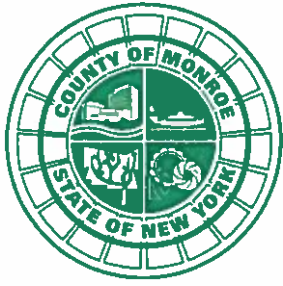
TO: Legislators, Directors, Staff and Media
FROM: David Grant, Clerk of the Legislature *DG*
DATE: April 25, 2022
RE: Matter of Importance – File No. 22-0152

Matters of Importance:

22-0152 - Amend the 2022-2027 Capital Improvement Program and the 2022 Capital Budget to Add a Project Entitled "Frontier Field Facility and Patron Improvements;" Authorize Financing for the Project; Acceptance of a Grant from New York State; Amend Resolution 10 of 2022 to Increase the Contract with SWBR Architecture, Engineering, and Landscape Architecture D.P.C.; and Authorize the Implementation of a Project Labor Agreement for Frontier Field Capital Projects – As a Matter of Importance – County Executive Adam J. Bello

These referrals were not made to committee at the preceding meeting of the Legislature on April 12, 2022, but has been determined by Sabrina LaMar, President of the Legislature, to be of sufficient importance to warrant referral between Legislative meetings, pursuant to Section 545-24 (C) of the Rules of the Monroe County Legislature.

Attachments



Office of the County Executive

Monroe County, New York

Adam J. Bello
County Executive

April 25, 2022

OFFICIAL FILE COPY
No. <u>220152</u>
Not to be removed from the Office of the Legislature Of Monroe County
Committee Assignment
ENV. & PUB. WORKS - L
WAYS & MEANS

To The Honorable
Monroe County Legislature
407 County Office Building
Rochester, New York 14614

Subject: Amend the 2022-2027 Capital Improvement Program and the 2022 Capital Budget to Add a Project Entitled "Frontier Field Facility and Patron Improvements;" Authorize Financing for the Project; Acceptance of a Grant from New York State; Amend Resolution 10 of 2022 to Increase the Contract with SWBR Architecture, Engineering, and Landscape Architecture D.P.C.; and Authorize the Implementation of a Project Labor Agreement for Frontier Field Capital Projects

Honorable Legislators:

I recommend that Your Honorable Body amend the 2022-2027 Capital Improvement Program and the 2022 Capital Budget to add a project entitled "Frontier Field Facility and Patron Improvements" in the amount of \$11,000,000; authorize financing for the project in the amount of \$11,000,000; accept a grant from New York State in the amount of \$10,000,000; amend Resolution 10 of 2022 to increase the contract with SWBR Architecture, Engineering, and Landscape Architecture D.P.C. ("SWBR") from the amount of \$58,848 to the amount of \$158,465; and authorize the implementation of a Project Labor Agreement ("PLA") for Frontier Field Capital Projects.

Frontier Field is home to the Rochester Red Wings Minor League Baseball team and hosts multiple events year round including festivals, concerts, and sporting and other special events. The outdoor stadium was originally opened in 1996 and is nearly 26 years old. The Frontier Field Facility and Patron Improvements Project includes planning, design, and construction of phased improvements to various components of the facility that may include, but are not limited to: construction of a new kitchen facility, new decks and patios, and concourse and outfield amenities. The Frontier Field Facility and Patron Improvement Project is estimated to cost \$11 million.

In order to meet the requirements of Major League Baseball and ensure work is being performed efficiently and effectively, the Frontier Field Facility and Patron Improvements capital project, the Frontier Field Major League Baseball Requirements capital project, and the Frontier Field Stadium Seating and Caulking Replacement capital project (collectively, the "Capital Projects") must all proceed on parallel tracks. A PLA will serve the objectives to provide uniform work conditions, cost savings, maximum labor-management harmony, and comprehensive protection against work disruptions arising out of labor disputes across all three Capital Projects. An economic benefits analysis performed by Seeler Engineering, P.C. indicates that the PLA for the Capital Projects may result in an estimated cost savings of \$462,300 which is a 2.2% savings on the overall estimated construction cost. The benefits of such an agreement are outlined in the final Benefits Analysis Report, which will be on file in the Office of the Clerk of the Monroe County Legislature.

The terms of the PLA have been negotiated with the union trades by Monroe County, Seeler Engineering, P.C., and Christa Construction LLC, the project manager for the Frontier Field Major League Baseball Requirements capital project as authorized by Resolution 11 of 2022. The PLA will be executed between Christa Construction LLC as construction manager for the Frontier Field Major League Baseball Requirements capital project, and the union trades. Monroe County negotiated and implemented PLAs for the Monroe Community College Building 9 Expansion and Renovation Project in 2007, the Monroe County Public Safety Laboratory Project in 2009, the Monroe Community College Downtown Campus in 2015, the Modernization and Revitalization of Terminal Facilities at the Greater Rochester International Airport in 2017, and the Frank E. Van Lare Water Resource Recovery Facility Capital Improvements Projects in 2020.

This project is scheduled to be considered by the Monroe County Planning Board on April 28, 2022.

The specific legislative actions required are:

1. Amend the 2022-2027 Capital Improvement Program to add a project entitled "Frontier Field Facility and Patron Improvements" in the amount of \$11,000,000.
2. Amend the 2022 Capital Budget to add a project entitled "Frontier Field Facility and Patron Improvements" in the amount of \$11,000,000.
3. Authorize financing for the project entitled "Frontier Field Facility and Patron Improvements" in the amount of \$11,000,000.
4. Authorize the County Executive, or his designee, to accept a \$10,000,000 grant from, and to execute a contract and any amendments thereto, with New York State.
5. Amend Resolution 10 of 2022 to increase the contract with SWBR Architecture, Engineering, and Landscape Architecture D.P.C., 387 East Main Street, Rochester, New York 14604, from the amount of \$58,848 to the amount of \$158,465 and to authorize the use of funding from the newly-created Frontier Field Facility and Patron Improvements Project capital fund.
6. Authorize the implementation of a Project Labor Agreement for the benefit of the Frontier Field Facility and Patron Improvements capital project, the Frontier Field Major League Baseball Requirements capital project, and the Frontier Field Stadium Seating and Caulking Replacement capital project.
7. Authorize the County Executive, or his designee, to take such necessary action as is required to insure that the work on the Frontier Field Facility and Patron Improvements capital project, the Frontier Field Major League Baseball Requirements capital project, and the Frontier Field Stadium Seating and Caulking Replacement capital project are carried out in accordance with the terms of the Project Labor Agreement and, in the event of a court order prohibiting the implementation of the Project Labor Agreement, to take such action as is necessary to progress the work without delay, including the letting of further or additional contracts necessary to complete the Project.

This action is a Type II Action pursuant to 6 NYCRR § 617.5(c)(1) (“maintenance or repair involving no substantial changes in an existing structure or facility”) and (2) (“replacement, rehabilitation or reconstruction of a structure or facility, in kind, on the same site, including upgrading buildings to meet building, energy, or fire codes unless such action meets or exceeds any of the thresholds in section 617.4”) and is not subject to further review under the State Environmental Quality Review Act.

Funding for this project, consistent with authorized uses, will be included in the capital fund to be created and in any other capital fund(s) created for the same intended purpose. No additional net County support is required in the current Monroe County budget.

I recommend that this matter be referred to the appropriate committee(s) for favorable action by Your Honorable Body.

Sincerely,



Adam J. Bello
Monroe County Executive



REPORT PROJECT LABOR AGREEMENT BENEFIT ANALYSIS

MONROE COUNTY
FRONTIER FIELD RENOVATIONS
ROCHESTER, NEW YORK

MARCH 28, 2022

Prepared By
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Section 1 – Executive Summary

1.1 Background

Project Labor Agreements (PLAs), utilized in the private sector for many years, are recognized as a tool used to facilitate the cost effective and timely completion of major construction projects. The PLAs serve these objectives by providing cost savings, uniform working conditions, a stable labor environment, and comprehensive protection against work disruptions arising from labor disputes.

In March of 1993, the U.S. Supreme Court held that a governmental entity, when it is acting in its proprietary capacity as owner or manager of property and is participating in the construction industry marketplace much as a private employer, can utilize a PLA without conflicting with federal law. On March 28, 1996 the New York State Court of Appeals determined State Law allows the use of PLAs on publicly owned projects. In that case, involving the repair and refurbishing of the Tappan Zee Bridge, the Court emphasized the need for the PLA to foster the dual purposes underlying the State's various competitive bidding laws: (1) protecting public fisc and (2) avoiding favoritism, fraud or corruption. For additional details, see *New York State Chapter, Inc. v. New York State Thruway Auth.*, 88 N.Y.2d 56, 643 N.Y.S.2d 480 (1996) (sometimes referred to as the "Tappan Zee" case).

The Courts place great emphasis on the importance of potential cost savings to the public through the use of a PLA. This was clearly the message when the Court rejected employing a PLA in a companion case involving the Roswell Park Cancer Institute in Buffalo. In that case, the Courts prohibited the use of a PLA because of insufficient evidence that the Dormitory Authority intended it as a cost saving device.

As set forth in Section 222 of New York State Labor Law, a state agency or any political subdivision thereof having jurisdiction over a public works project may require a contractor to enter into a PLA when the agency determines that its interest is best met with application of a PLA that:

- 1) obtains the best work at the lowest price in the construction process;
- 2) prevents favoritism, fraud and corruption; and
- 3) is based on other factors such as the impact of delays, the possibility of cost savings advantages and history of labor unrest in the area.

Monroe County (the County) is in the process of procuring a construction contract for the Frontier Field Renovations Project (the Project). The Project has an estimated construction cost of approximately \$10.4 million. Based upon the scope and schedule for this Project and consistent with New York State Labor Law Section 222, the County is considering the use of a PLA for which the terms have not yet been negotiated.

The County has retained Seeler Engineering, P.C. (Seeler), an independent consultant experienced in the development and implementation of PLAs, to conduct a thorough analysis of the costs/benefits of a PLA for this Project. In preparing this report, Seeler evaluated the key aspects of the Project scope to assess

areas of potential costs/benefits against PLA terms and conditions successfully negotiated in previous agreements in the area. The results of this independent study will serve as the basis for a decision whether to proceed with negotiations for a PLA for this Project.

1.2 Frontier Field Renovations Project

Frontier Field is a baseball stadium home to the Rochester Red Wings, a Minor League Baseball (MiLB) team and Triple-A affiliate of the Washington Nationals. The stadium was constructed in 1997 and has been in operation ever since. Frontier Field is currently leased to Rochester Community Baseball, Inc. (RCB). In accordance with the terms of the lease agreement, the County must undertake a number of improvements and repairs to address the capital needs of Frontier Field and RCB must provide improvements to public areas and/or patron experience. Additionally, Major League Baseball (MLB) issued New Facility Standards and an existing conditions Grading Rubric to all affiliated MiLB teams. The Grading Rubric identified several deficiencies which require improvements to Frontier Field.

The Frontier Field Renovations Project will address the requirements of the lease agreement as well as the deficiencies identified by the MLB Grading Rubric through the renovation of both the home and visitor's clubhouse, a new hitting/pitching practice building, additional parking in the west parking lot, replacement of the outfield padding and construction of a dedicated security command center. Improvements to public areas will include improvements to the Fire House Deck, Plymouth Ave Ticket Office, Left Field Patio, Left Field Berm, Score Board, Batters Eye, Kids Area, Outfield Restrooms, Picnic Pavilion, AD Board, Drink Rail, Home Plate Entry, Swing Gate and Concourse. The Project will also include the construction of a new kitchen facility, the replacement of all stadium seating and caulking of failed masonry joints throughout the structure. The replacement of the outfield padding and the dedicated security command center are anticipated to be executed separately and are not included in this evaluation.

1.3 Our Study

This study includes an assessment of the economic and non-economic considerations of a PLA. Seeler analyzed the existing applicable area Collective Bargaining Agreements (CBAs) of 13 labor craft unions (with 17 agreements). The CBAs would govern construction on the Project in the absence of a PLA. Seeler's study identifies Project components where the use of a PLA can result in a reduced total Project labor cost.

Given the nature and size of this Project, as well as the make-up of the market, we would expect, in the absence of a PLA, on a dollar basis, the percent of successful unionized contractors and sub-contractors covered by one or more of the applicable CBAs to be a minimum of 40 percent. This projection is based upon the author's review of projects recently executed in the Rochester Region (the Region), as well as an understanding of the construction labor supply and demand in the Region, the size of the Project, the nature and makeup of contractors in the Region who routinely execute this type of work, and previous projects constructed in the Region with and without PLAs. For a project of this size and nature, we would not expect to see a significant number of new contractors/subcontractors from outside the Region.

1.4 Summary

Project cost savings estimated for the Project were prepared based upon contract provisions routinely negotiated into PLAs in the Region and are summarized below.

1.4.1 Project Cost Savings: Labor

We estimate that a PLA could result in a savings of \$117,300 or approximately 2.1 percent of the projected cost of labor for the entire Project (estimated at \$5,632,000). Cost savings attributed to each potential change in current CBAs are presented below.

Item No.	Provision	Savings
1	Industry Funds	\$ 8,600
2	Non-Union Apprentice Program	\$ 67,900
3	Guaranteed Pay	\$ 10,100
4	No Holiday Pay	\$ 7,900
5	Offsite Fabrication	\$ 7,600
6	Work Break Time Reduction	\$ 15,200
7	Wage Concessions	\$ 15,100
8	Rochester Careers in Construction	\$ (15,100)
	Total Savings	\$ 117,300
	Total Labor Cost	\$ 5,632,000
	Total Savings Percentage	2.1%
	Total Construction Cost	\$ 21,190,000

1.4.2 Project Cost Savings: Wicks Law Exemption

Use of a PLA exempts the Project from the requirements of the Wicks Law. While not directly related to labor cost reductions, the ability to implement the Project without the requirement to follow the Wicks Law has shown significant Project cost reduction from improved coordination during scoping prior to bid and resulting in reduction in additional specific claims for missing scope and unanticipated schedule delays. We anticipate that the benefits of exemption from the Wicks Law are definable and would be effective when applied to this Project. Project cost savings are estimated to be approximately \$345,000. The benefits of Wicks Law Exemption and the savings related are discussed further in Section 5 of this report.

1.4.3 Project Cost Savings: Total

We estimate, therefore, that total savings from labor cost reductions and the Wicks exemption could exceed \$462,300 for a total Project construction cost of \$21.2 Million, which is approximately a 2.2 percent savings on overall construction cost.

1.4.4 Non-Economic Considerations

Labor Harmony

PLAs can help avoid the costly delays of potential strikes and other disruptions arising from work disputes to ensure a timely project completion with a prohibition on strikes and other forms of job actions. PLAs can also expand worker harmony through the use of uniform work rules that reduce conflicts, uniform rules for settlements of disputes, and clear procedures for resolution of jurisdictional claims and disputes. During the planned construction period, over half of the applicable CBAs are set to expire. The Rochester Region trades are noted to be strong advocates for the use of local union labor as frequently evidenced by job site demonstrations. Long or disruptive job actions,

however, have not been noted in recent history. We therefore assess risk of job actions that would significantly impact the planned Project to be low.

Equal Opportunity and Workforce Training Objectives

Other benefits not easily translated into economic savings include enhanced workforce diversity and training objectives. Project specific objectives consistent with County policies and objectives are anticipated for this Project. Numerical goals relating to workforce diversity have not been established nor have extraordinary recruitment and training objectives, therefore, enhanced language regarding workforce diversity and/or recruitment and training offers no significant benefit to this Project. Use of a PLA would also provide access to qualified contractor apprentices who would otherwise have none. This access is considered a cost saving benefit and is addressed further in the cost savings section of this report.

Minority/Women Business Enterprise (M/WBE) participation

Minority/Women Business Enterprise participation in the Project is also an important objective. Project specific M/WBE goals of 30 percent are anticipated for this Project. Union affiliation in the M/WBE business sector in the Rochester Region is not uniform for all crafts or trades. A PLA could incorporate language addressing the unique challenges and needs faced by M/WBE contractors and is, therefore, considered a benefit.

Section 2 – Project Description

2.1 Scope

The Frontier Field Renovations Project will address the requirements identified by the MLB Grading Rubric which includes the renovation of both the home and visitor's clubhouse, a new hitting/pitching practice building, additional parking in the west parking lot, replacement of the outfield padding and a dedicated security command center (the MLB requirements). The home and visitor's clubhouses will be renovated to add restrooms and showers adjacent to the coaches' lockers and field managers' offices, expanded field managers offices to accommodate meetings, expanded home and visitor kitchens/commissaries to allow for player dining, new weight rooms for both teams, and female staff facilities including changing rooms, restrooms and showers. The new hitting/pitching practice building is to be located by the west parking area and will include two hitting/pitching tunnels as well as a weight room, bathroom, strength coach office, and a corridor linking to the existing stadium. The hitting/pitching building will be a pre-engineered structure with an exterior façade matching the stadium. The west parking improvements will include the conversion of an existing unused lawn area north of the west parking lot to gain an additional 45 parking spaces. Site lighting will also be included. The replacement of the outfield padding, and the dedicated security command center are anticipated to be executed separately and are not included in this evaluation.

The Project also involves work needed but not driven by the MLB Grading Rubric and includes security and mechanical work, seating and caulking and facility and patron improvements. The facility and patron improvements will include improvements to the Fire House Deck, Plymouth Ave. Ticket Office, Left Field Patio, Left Field Berm, Score Board, Batters Eye, Kids Area, Outfield Restrooms, Picnic Pavilion, AD Board, Drink Rail, Home Plate Entry, Swing Gate, Concourse and the construction of a new kitchen facility.

2.2 Schedule

A preliminary construction schedule has been established for the Project and is included as Appendix A. The overall Project construction duration is projected to be 41 months. Construction on the Project is anticipated to start in August of 2022 with all work to be substantially completed by December of 2025.

While the overall construction schedule is anticipated to be 41 months, there are restrictions on when some work activities can be performed. Improvements to the home and visitor's clubhouses as well as the west parking improvements, stadium seating replacement, and the patron improvements are limited to the off-season months of October to February so they do not disrupt the Rochester Redwings season. Therefore, construction activities in the clubhouse, stadium and west parking areas will require careful planning and scheduling to avoid unintended consequences, disruptions to the Project, or to the baseball season and schedule. There are no construction restrictions on the hitting/pitching building as it is independent of the existing stadium. Based on the size and nature of the Project, the anticipated construction schedule, while not lavish, is considered sufficient to complete the Project without the use of unique work schedules that result in labor premiums.

2.3 Construction Costs

The Project team has prepared a preliminary Project cost estimate. The total Project cost is estimated at \$26.1 million, with Project construction costs for work that would be covered by any PLA is valued at \$21.2 million. A copy of the estimate is included in Appendix B.

Section 3 – Estimate of Craft Labor Needs

3.1 Craft Labor Breakdown

Nineteen craft labor unions would represent the construction industry in the Region. A complete listing of the unions is presented on Table 1. Of this number, 13 craft labor unions with 17 agreements would have active involvement in the work planned for the Project, and includes the Bricklayers, Carpenters (separate Building and Heavy & Highway agreements), Electrical Workers, Glaziers, Heat & Frost Insulators, Iron Workers, Laborers (separate Building and Heavy & Highway agreements), Operating Engineers (separate Building, Heavy & Highway and Technical agreements), Painters, Plumbers & Steamfitters, Roofers, Sheet Metal Workers and Sprinkler Fitters. The work included in this study is subject to both Building and Heavy & Highway agreements for those trades where separate agreements for Building and Heavy & Highway work have been established. Trades which have separate agreements for Building and Heavy & Highway work include the Bricklayers, Carpenters, Laborers, and Operating Engineers.

Table 2 includes work area labor breakdowns for the Project. This analysis estimates that just over 100,500 craft labor hours will be required to complete construction work for the Project. Demand for craft labor will be immediate upon initiation of the construction activities.

In the absence of a PLA, we would expect, on a dollar basis, the percent of successful unionized contractors and sub-contractors covered by one or more of the applicable CBAs to be a minimum of 40 percent. These projections are based upon the author's in-depth knowledge of construction labor supply and demand in the Rochester Region, as well as the size of the Project, and the nature and makeup of contractors in the Region who routinely execute this type of project. For a project of this size and nature, we would not expect to see a significant number of new contractors/subcontractors from outside the Region.

As such, our Detailed Cost Savings Calculations (Appendix C) contained in this report are based on the projections that 40 percent of the Project would be executed by unionized contractors.

3.2 Projected Labor Costs

Seeler projected labor costs for the Project utilizing applicable journeyman wage and benefit rates. The craft labor cost for the Project is estimated at \$5,632,000 or 26.6 percent of the anticipated construction cost, with the actual percentage varying on individual components from 20 to 50 percent.

Section 4 – Summary of Existing Agreements

4.1 Existing Agreements

Seeler has developed a comparative analysis of the 13 applicable crafts with 17 agreements. The crafts analyzed are the Bricklayers, Carpenters (separate Building and Heavy & Highway agreements), Electrical Workers, Glaziers, Heat & Frost Insulators, Iron Workers, Laborers (separate Building and Heavy & Highway agreements), Operating Engineers (separate Building, Heavy & Highway and Technical agreements), Painters, Plumbers & Steamfitters, Roofers, Sheet Metal Workers and Sprinkler Fitters. The work included in this study is subject to both Building and Heavy & Highway agreements for those trades where separate agreements for Building and Heavy & Highway work have been established. Trades which have separate agreements for Building and Heavy & Highway work include the Bricklayers, Carpenters, Laborers, and Operating Engineers. Significant aspects of each of the 17 agreements are summarized in Table 3. The intent of the review is to identify areas of improvement that may be realized through the use of a PLA to achieve potential Project labor cost reductions. A brief synopsis of the terms of the existing agreements is presented below.

4.1.1 Contract Duration/Expiration Date

Contract durations range from two to five years, with majority of the agreements established at either three- or five-year durations. Eleven of the applicable agreements are set to expire at the start or during the planned Project construction period and will require renewal. Those agreements are:

- Electrical Workers (5/30/2024)
- Heat & Frost Insulators (5/31/2023)
- Iron Workers (6/30/2024)
- Laborers – Building (4/30/2024)
- Laborers – Heavy & Highway (3/31/2024)
- Operating Engineers – Building (2/28/2023)
- Operating Engineers – Heavy & Highway (3/31/2023)
- Plumbers & Steamfitters (4/30/2025)
- Roofers (6/1/2024)
- Sheet Metal Workers (4/28/2024)
- Sprinkler Fitters (3/31/2025)

Should there be any significant disruption during contract renewal negotiations, the objective of completing all Project components on time could be jeopardized.

4.1.2 Regular Work Hours/Regular Work Day

Regular work hours/work day designations are not consistent between agreements. Although all of the agreements standardize on a five-day, 40-hour work week, many of the agreements allow four 10-hour days as an alternative to the extent permitted by law and/or with permission from the union. Specific start and quitting times are not consistent between the unions; however, they do state that the hours must be consecutive with a one-half hour lunch.

4.1.3 Overtime

All agreements provide time and a half pay for overtime work on weekdays and Saturdays, and two times pay for Sundays and holidays.

4.1.4 Guaranteed Pay

All of the agreements, with the exception of the Heat & Frost Insulators and Ironworkers require two or more hours pay for reporting in at their designated hourly rate. Ironworkers require \$35 per hour for the first two hours if the employee shows up and no work is provided due to weather or any other unforeseen condition. The Heat & Frost Insulators do not address Guaranteed Pay. Some agreements require payment only if the event is not controlled by the employer, while others require it regardless. The Operating Engineers essentially guarantee a minimum of three full days of pay once the work week begins regardless of the hours actually worked. In some instances, these guarantees can be as much as 40 hours. All of the unions allow Saturdays as a make-up day at straight time pay for weather related delays.

4.1.5 Shift Work/Single Irregular Shifts

The agreements vary regarding shift work. Nearly half of the agreements shorten the hours worked for the second and third shift (7.5 hours for the second shift and 7 hours for the third shift) but require eight hours of pay when three shifts are worked. Other agreements carry an hourly premium of up to 17.3 percent for second shifts and 31.4 percent for third shifts but require the full eight hours of work. Additionally, the Carpenters (Heavy & Highway), Glaziers, Laborers (Heavy & Highway), Operating Engineers (Heavy & Highway) and Painters specify a night shift, or single irregular shift premium for any shift that has a starting time outside the normal working hours. These premiums range from \$1.75 to \$2.50 above the applicable rate.

4.1.6 Holidays

The agreements vary on holiday pay. All unions standardize on six recognized holidays: Christmas, New Years, Thanksgiving, Labor Day, Memorial Day and Independence Day. The Carpenters, Laborers (Heavy & Highway) and Operating Engineers (all) receive a paid day off of work, however the requirements vary by agreement. The Laborers (Heavy & Highway) and Operating Engineers (Heavy & Highway and Technical) must work one day before and one day after the designated holiday. The Carpenters (Heavy & Highway) must also work one day before and one day after, however they only receive holiday pay for the 4th of July and Labor Day. The Operating Engineers (Building) must work five days before and one day after to receive a paid day off.

4.1.7 Apprentice Ratios

The ratios vary and change with the number of Journeymen at the site. For example, many unions allow the first Apprentice with the first Journeyman. While one Apprentice is usually allowed initially, once staffing grows beyond a small labor force, the following ratios have been established:

Journeyman/Apprentice Ratio	Number of Agreements
2/1	1
3/1	12
3/2	1
4/1	3

4.1.8 Mileage and Parking

Most agreements do not address mileage reimbursement. Some agreements, such as the Bricklayers, require mileage to be paid at the current IRS rate when traveling from job to job. Other agreements, such as the Sheet Metal Workers require mileage to be paid when employees are required to use personal vehicles outside the designated free zone.

4.1.9 Off-Site Fabrication

Off-site fabrication rules vary from agreement to agreement. For example, the Plumbers & Steamfitters agreement states that prefabrication of welded pipe formation, lap joint work, and re-facing of flanges shall be performed within their jurisdiction and paid at the prevailing building construction wage rates. Other crafts, such as the Carpenters, have similar language that could restrict flexibility in the use and selection of off-site fabricators.

4.1.10 Management Rights

Most existing agreements do not contain a “Management’s Rights” clause which would give contractors greater flexibility to control and manage the Project work, including control of the level of staffing and control/selection of key personnel such as the Foreman.

4.2 Labor Unrest

In accordance with Section 222 of New York Labor Law, we reviewed the general labor climate in upstate New York State (excluding New York City and Long Island). While construction trade unions have generally avoided participation in work stoppages, they have been active in organizing picketing activities across the state to raise awareness of construction labor issues in the area. Our review revealed a mixed picture.

4.2.1 Labor Unrest Statewide

- In 2019 over 70 demonstrations took place by the Operating Engineers alone across New York. The demonstrations included the use of banners and other visuals.
- In October 2019, the Upstate New York Operating Engineers Local 158 picketed with “Scabby the Rat” to protest a subcontractor on the North Campus Residential Expansion Project at Cornell University for paying its workers substandard wages. Demonstrations in the town of Schodack over the use of a non-local contractor for site preparations for the new Amazon warehouse also included the use of three large inflatable rats.
- In August of 2019, the Greater Capital Region Building & Construction Trades Council held a rally outside the construction site for the Hyatt Place Hotel in downtown Albany over the use of non-unionized laborers, despite the developer receiving millions of dollars in tax incentives. The local unions had been protesting for 50 days straight at the time of the rally.
- In August 2018, Tompkins-Cortland Building & Construction Trades Council union members picketed to draw public attention to the lack of local building trades involved in construction of the Maplewood student housing complex at Cornell University.
- In May of 2018, the Carpenters picketed at the \$20 million state-subsidized Electric City

Apartments construction project over the use of non-union labor being paid far less than the prevailing wage.

- In January of 2018, a dispute lasting over one year was settled between the Capital Region construction trades and the Albany Hilton Hotel over the use of non-union contractors and payment of substandard wages.
- Several years ago, the Buffalo Building and Construction Trades Council received a favorable ruling from the courts establishing a “two-minute” rule that sets a precedent for the amount of time picketers could take to cross a project site entrance. The ruling delays entry to the project site by two minutes for every vehicle entering or leaving. Such actions could have significant impact on project productivity as demonstrated in January of 2018 by members of the Carpenters Union and Laborers Union who picketed outside the Ellicott Development Company site in Buffalo because contractors from Buffalo and Rochester did not pay the area standard wage. The dispute was settled after three weeks of project slowdown and delay. Cost impacts to the project have not yet been determined.
- In 2018 there were picketing activities organized by the carpenter unions including an event in April where members of the Northeast Regional Council of Carpenters Local 276 picketed against Hewitt Young Electric in Rochester for using an out of the area non-union carpentry contractor for their office renovations.

4.2.2 Regional Labor Unrest

The Rochester Region has generally been free of construction labor unrest in recent years due to high demand for specialty trades such as Plumbers and Electricians. There have been no strikes among construction trade unions. However, there have been several picketing activities in recent years, including:

- In 2018 there were picketing activities organized by the carpenter unions including an event in April where members of the Northeast Regional Council of Carpenters Local 276 picketed against Hewitt Young Electric in Rochester for using an out of the area non-union carpentry contractor for their office renovations.
- There was a picketing event at a Rochester Wegmans grocery store in September 2013 by the Teamsters Local 118 related to the union’s filing of a claim against Wegmans for unfair labor practices. Local 118 also threatened a Kraft-Heinz plant shutdown due to a contract dispute in 2015 and was awarded a legal victory in October 2017 from a labor dispute against Palmer Food Company.

4.2.3 Labor Employment/Unemployment Statistics

Unsurprisingly, there was a large spike in unemployment caused by the COVID-19 pandemic and associated economic shutdown throughout New York State in early 2020. But as the State starts to re-open, those numbers are beginning to drop again as evident over the past year. The 52-county Upstate New York region’s unemployment rate stood at 2.8 percent in December 2021, a decrease from 6.2 percent in December 2020. The labor force, however, has decreased by 151,200 from

December 2020 and December 2021 as many workers were sent home because of the pandemic and have either not returned to the workforce or have relocated. Additionally, the Rochester Region, like most areas of New York State and the United States, has looming labor shortages in most of the skilled trades due to aging of the workforce and lack of new skilled laborers entering the workforce. As demands on skilled labor increase, availability will decrease, and access to skilled workers through hiring halls and certified apprenticeship programs will be even more valuable. This gives union workers greater strength at the bargaining table, increases the potential for confrontation in local bargaining, and increases the potential for labor disruption as local area bargaining agreements go through the negotiation process.

4.2.4 Summary

With the current unemployment conditions, we view the labor market in the Rochester Region as stable in the short-term. However, the labor market could begin to tighten over the next few years as the labor market returns to pre-COVID-19 conditions and the looming labor shortages in most of the skilled trades continue to increase.

The Rochester Region trades are noted to be strong advocates for the use of local union labor as frequently evidenced by job site demonstrations. The trades will continue to actively advocate for the employment of local, union labor. Various types of project site demonstrations such as bannerling, hand billing, and picketing are likely to become more common occurrences; however, strikes of any significant duration are not expected in the near term. We therefore assess risk of job actions that would significantly impact the planned Project to be low.

Section 5 – Economic Considerations

5.1 General

We conducted an analysis of potential cost savings for the Project utilizing the projected labor craft hours, wage rates currently in effect, and contract provisions routinely negotiated into other PLAs in the Rochester Region. Given the nature and size of this Project, and the make-up of the market, in the absence of a PLA, we would expect, on a dollar basis, the percentage of successful unionized contractors and sub-contractors covered by one or more of the applicable CBAs to be a minimum of 40 percent. These projections are based upon the author's review of projects recently executed in the Rochester Region, as well as an understanding of the construction labor supply and demand in the Region, the size of the Project, the nature and makeup of contractors in the Region who routinely execute this type of project, and previous projects constructed in the Region with and without PLAs.

5.2 Labor Cost Savings Attributed to the Use of a PLA

Labor cost savings estimated for the Project were prepared based upon contract provisions routinely negotiated into PLAs in the Region. The potential for economic savings for each contract provision is discussed below.

5.2.1 Industry Fund Payments

A PLA could limit the workers' pay to base wages and fringe benefit payments as published in the prevailing wage schedules. This, in turn, would avoid collectively bargained payments, such as Industry Promotion Funds, which are in excess of those required by/for public works projects. These payments range from \$0.00 to as much as \$2.68. Based on anticipated labor loadings, it is projected that savings from this provision would be approximately \$8,600.

5.2.2 Non-Union Apprentice Program Participation

A PLA could provide access to a qualified pool of apprentices for non-union contractors otherwise not available. This provision allows non-union contractors (who do not have state approved apprentice programs) to obtain qualified apprentices through the referral process and thus lower overall crew labor cost. We have projected that crew sizes large enough to utilize apprentice ratios and the mix of contractors that could likely participate to their fullest would represent approximately 20 percent of the projected non-union labor hours for all crafts. Based on anticipated labor loadings, it is projected that savings from this provision would be approximately \$67,900.

5.2.3 Guaranteed Pay

A PLA could eliminate guaranteed pay in its entirety and replace it with a travel allowance equivalent to one hour's pay. Standardizing on this provision for all trades and assuming two events total (one event for the West Parking Improvements and one event for the Hitting/Pitching Building) during the Project results in an estimated savings of \$10,100.

5.2.4 Holiday Pay

A PLA could eliminate the requirement of holiday pay for the Carpenters, Laborers, and Operating Engineers. Our analysis assumes a total of seven applicable holidays for the duration of the Project spread over the four major scope aspects. Our analysis also assumes Project shutdown over Christmas

and New Year's Day; therefore, they were excluded from the savings calculations. The total estimated savings is \$7,900.

5.2.5 Off-Site Fabrication

A PLA could limit off-site work subject to prevailing wage and union agreements to that work defined by Section 222 or that specifically covered by a CBA. This would allow for some work to be performed off-site and not be subject to prevailing wage rate requirements. Based upon this our analysis projects that this off-site work would be applicable to approximately two percent of the total craft hours for the Electrical Workers, Ironworkers and Plumbers & Steamfitters, and five percent of the total craft hours for the Carpenters and Sheet Metal Workers. The off-site work performed by the above-mentioned crafts is estimated to reduce costs by 20 percent. The estimated savings is \$7,600.

5.2.6 Work Break Time Reduction

A PLA could eliminate the daily ritual of an organized work break to which Union workers are entitled. While each worker would be allowed to have a coffee container near their work area and take a brief break, an increase in productivity would be realized when workers do not leave the work area. We estimate that this practice would increase productivity for each worker each day by five minutes. Our analysis projects that reducing the duration of downtime every day for every worker on site by five minutes would result in a savings of approximately \$15,200

5.2.7 Wage Concessions

A PLA could allow for a wage concession through the reclassification of site/utility work outside the stadium from Heavy & Highway to Building rate. Successful negotiations for past projects have resulted in the elimination of premiums associated with the Heavy & Highway rate structure by reclassifying the work as subject to Building agreements only. This type of concession could result in wage and benefit rate reductions for the Bricklayers, Carpenters, Laborers and Operating Engineers. As this savings provision is applicable to all workers at the site regardless of union affiliation, the estimated savings by reclassifying the work is projected to be \$15,100.

5.2.8 Workforce Development - Rochester Careers in Construction

A recent County implemented PLA established a contribution to Rochester Careers in Construction, Inc., a New York not-for-profit corporation. The program, funded by this contribution, is directed at recruitment, development and training of minorities and women to enter the construction trades as a career as well as for more immediate employment on this Project. Participation in this program is consistent with the long-term County objectives of enhancing diversity in the construction industry and providing long-term employment opportunities for minorities and women and is complementary to the newly developed apprentice training pilot program recently announced by the County. This feature adds \$15,100 the equivalent of \$0.15/hour for each projected hour to be worked, to the cost of the Project.

5.2.9 Productivity Gain 10-Hour Days

A PLA could provide flexibility in the regular work week by allowing a contractor to use a four 10-hour day schedule or a regular day without requiring permission or consent from the union or formal waiver from the Department of Labor. This would eliminate the setup and breakdown time for one work day each week. Savings are estimated to be approximately one hour per week per person.

However, based on the projected schedule, it is not anticipated that a contractor will utilize a four 10-hour day schedule for the Project. On that basis, it is not anticipated that language included in the PLA giving the contractor flexibility to implement such a schedule would result in any savings to the Project. However, should there be any scheduling changes requiring the use of a four 10-hour day schedule, this term would provide measurable benefit to the Project, and therefore would be beneficial to include in a PLA if one is negotiated.

5.2.10 Union Apprentice Ratios

A PLA could agree to apprentice ratios equal to or better than those set by the New York State Department of Labor. This translates to apprentice ratios of 3 to 1 or better. A reduction in labor cost would be realized by moving several of the crafts to this ratio. We have applied this projection only to union employers (40 percent). We have projected that crew sizes large enough to utilize apprentice ratios to their fullest would represent approximately 20 percent of the projected union labor hours for all crafts. However, it is estimated that the modification would result in minimal cost savings as the majority of the work will be performed by crafts whose existing agreements are already set to an apprentice ratio of 3:1.

5.2.11 Shift Work

A PLA could reduce applicable shift premiums by standardizing on a five percent premium for a second shift with no reduction in the hours worked (i.e., 8 hours of work for 8 hours of pay) when premiums are required by applicable CBAs. However, based on the anticipated schedule, it is not anticipated that a contractor will utilize a multiple shift operation for the Project. On that basis, it is not anticipated that language regarding shift work premiums included in a PLA would result in any savings to the Project. However, should there be any scheduling changes requiring the use of multiple shifts, this term would provide measurable benefit to the Project, and therefore would be beneficial to include in a PLA if one is negotiated.

5.2.12 Night Work

A PLA could reduce applicable governmentally mandated single irregular shift premiums by \$1.00 when premiums are required by applicable CBAs. However, based on the anticipated schedule, it is not anticipated that a contractor will utilize a single irregular shift operation for the Project. As such, we are not projecting any savings from reducing the applicable governmentally mandated single irregular shift premiums. Should there be any scheduling changes requiring the use of a single irregular shift, this term would provide measurable benefit to the Project, and therefore would be beneficial to include in a PLA if one is negotiated.

5.2.13 Management Rights/Jurisdictional Requirements

PLAs contain very strong Management Rights language which can result in distinct efficiencies by controlling the level and scheduling of staffing and with the selection and employment of a Foreman as Contractor's staff. For large or complex projects with high labor loadings, savings of two percent of the labor costs from these clearly established management rights are typically realized. For smaller or less complex projects with moderate schedules and less intense labor loadings, these advantages are reduced.

For small projects or projects containing a number of distinct localized work elements, jurisdictional restrictions established by CBAs can result in cost disadvantages. In an open shop environment, workers would be allowed to perform the work of more than one trade over the work day. While prevailing wage requirements would dictate that they must be compensated for the work of each trade in accordance with the applicable schedule in effect for that trade, they would still be allowed to perform the differing tasks. Union agreements and, by their nature, PLAs prohibit that practice and restrict the work of the governing trade to members of that trade. The crossover of individual workers from one trade activity to another in a single day's work is more frequent on smaller, less intense projects. We anticipate that many of the work elements of the Home and Visitor's Clubhouses would be completed with labor that would/could perform the work of multiple crafts. We are therefore not reflecting any cost savings advantage for enhanced management rights language offered by the use of a PLA.

5.2.14 Contract Duration/Expiration Date

A PLA could prohibit strikes and lock-outs or other job actions for the duration of the agreement. This would avoid the potential for work stoppages or picketing that would trigger the two-minute ruling resulting from wage and benefit negotiation at the end of each craft's local area agreement. It would also ensure uninterrupted project completion. While there is value implied by the security this term would provide, no explicit calculation of savings is made for this report.

5.3 Other Economic Savings Attributable to a PLA

Additional savings not directly related to labor are projected for the Project based upon negotiated contract provisions. These other economic savings are discussed in detail below.

5.3.1 Wicks Law Exemption

Projects implemented by governmental agencies subject to Section 222 of the NYS Labor Law can be exempt from the requirements of the Wicks Law if a Project Labor Agreement is used. The Wicks Law requires that public works projects of a certain nature use multiple prime contractors, in a designated fashion, rather than allowing a single contractor on construction projects. In the absence of a PLA, the Wicks Law would be applicable to this Project. Various studies have reported added cost to construction from Wicks Law compliance ranging between 10% and 30% of the total construction costs. See, for example, the reports prepared by the New York State Division of Budget (May 1987) and New York State School Boards Association (March 1991) indicating that elimination of the requirements for applicable components of the project to comply with Wicks Law would reduce construction costs by 24 to 30 percent and 20 to 30 percent respectively. The Project team is currently considering application of an exemption for the Project. Assessing savings on aspects related to electrical, HVAC, and plumbing work for the Project (construction cost estimated to be approximately \$3.4 million) would result in a range of savings from \$690,000 to nearly \$1.1 million. Assuming the Wicks Law exemption would be applicable to the above-mentioned work and using a modest ten percent reduction in cost, the savings to the Project would represent \$345,000. Because a PLA is the only way to exempt a project Wicks Law application under Section 222, the savings from that avoidance should be considered itself related to the PLA.

5.4 Summary

On the basis of the projections above, we estimate that using a PLA could result in an estimated savings of \$117,300 in direct labor costs or approximately 2.1 percent of the projected total cost of labor for the Project (estimated at \$5,632,000). Additional savings of \$345,000 are derived from Wicks Law exemption. Total savings from labor cost reductions and the Wicks exemption could exceed \$462,300 for a total Project construction cost of \$21.2 Million, which is approximately a 2.2 percent savings on overall construction cost.

Section 6 – Additional Considerations

Use of a PLA can offer additional non-economic benefits. These are difficult to precisely quantify in monetary terms at this time but could nonetheless be significant factors in the overall success of the Project.

6.1 Labor Stability

As this Project is located at a MiLB stadium, the need for careful planning and scheduling and close coordination of labor activities is amplified as to not disrupt any game or event scheduling. Should there be any significant disruption to the supply of labor, or job actions over the use of non-union or non-local labor, the Project could be disrupted and the objective of completing all Project components on time would be jeopardized.

Prior to the COVID-19 pandemic, the Rochester Region was becoming an increasingly strained labor market. However, given the current levels of unemployment within the regional construction industry, we view the current market as stable in the near term. Assuming a return to normalcy by year's end (2022), we would anticipate the labor market to begin tightening again over the next few years. Any disruption, while difficult to precisely quantify, would have an impact to the Project. For projects with multiple crafts working under multiple contracts/subcontracts, disruptions can result in claims of delay by individual contractor/sub-contractors working on the site who are dependent upon the performance of other contractors/sub-contractors subject to the action. Further, Project administrative costs, such as additional costs for architectural/engineering oversight and interim Project financing would be incurred. At a minimum, an estimated \$15,000 to \$25,000/month in Project administration and engineering oversight costs would be expected. Given the recent inflationary indications, unplanned delays in project execution could also translate into significant unanticipated rises in future construction costs. A PLA could be an effective tool in reducing or eliminating these risks.

6.2 The "Tag Along Provision"

Key provisions of any Project Labor Agreement include the "Union Recognition and Employment" provisions, specifically the Union Referral requirement. Commonly referred to as the "Tag Along" requirement, this provision governs the process of bringing craft workers to the Project. All craft workers are required to pass through the job referral systems and hiring halls established by the unions. The "Tag Along" provision specifically allows a contractor who is not signatory to a collective bargaining agreement to bring his/her own core employees to the Project. The number of core employees brought to the job is limited by the agreement on the basis of a percentage of the workforce on the Project, thus typically increasing the number of workers delivered to the Project by the signatory unions. Historically regional PLAs have established a "Tag Along" requirement of 25 percent with special considerations sometimes provided for M/WBEs working under an approved plan. These special considerations offer significant opportunity for these M/WBEs by allowing a greater percentage of their own staff to participate. The "Tag Along" requirements are often the subject of much debate when considering the application of a PLA. The increased number of workers delivered to the Project by union hiring halls in exchange for the concessions and resultant economic savings to the Project as described in Section 5 is, however, the core element of every negotiation.

6.3 Workforce Enhancement, Recruiting & Training Programs, and M/WBE Programs

Enhanced workforce diversity and training objectives are other benefits not easily translated into economic savings. Project specific objectives consistent with County policies and objectives are anticipated for this Project. Numerical goals relating to workforce diversity have not been established nor have extraordinary recruitment and training objectives, therefore, enhanced language regarding workforce diversity and/or recruitment and training offers no significant benefit to this Project. Use of a PLA would also provide access to qualified contractor apprentices who would otherwise have none. This access is considered a cost saving benefit and is addressed further in the cost savings section of this report.

Minority/Women Business Enterprise participation in the Project is also an important objective. Project specific M/WBE goals of 30 percent are anticipated for this Project. Union affiliation in the M/WBE business sector in the Rochester Region is not uniform for all crafts or trades. A PLA could incorporate language addressing the unique challenges and needs faced by M/WBE contractors and is, therefore, considered a benefit.

Section 7 - Conclusions

7.1 Conclusions

Based upon the size and scope of the Project, the proposed schedule and the anticipated mix of craft labor, we conclude that a PLA could provide Monroe County with measurable economic benefit. We estimate that using a PLA could result in an estimated savings of \$117,300 in direct labor costs or approximately 2.1 percent of the projected total cost of labor for the Project (estimated at \$5,632,000). Additional savings of \$345,000 are derived from Wicks Law exemption. Total savings from labor cost reductions and the Wicks exemption could exceed \$462,300 for a total Project construction cost of \$21.2 Million, which is approximately a 2.2 percent savings on overall construction cost.

Non-quantifiable benefits would also be available through the use of a PLA and include:

- 1) avoiding the costly delays of potential strikes, slowdowns, walkouts, picketing and other disruptions arising from work disputes and promoting labor harmony and peace for the duration of the Project;
- 2) standardizing the terms and conditions governing the employment of labor on the Project;
- 3) providing comprehensive and standardized mechanisms for the settlement of work disputes, including those relating to jurisdiction;
- 4) ensuring a reliable source of skilled and experienced labor in an increasingly tightening labor market potentially enhancing the ability to meet required workforce participation goals;
- 5) potentially enhancing M/WBE participation; and
- 6) avoiding favoritism, fraud and/or corruption by ensuring availability of the benefits of the PLA to all successful bidders regardless of union/non-union status or the status of their employees.

In summary, based upon our experience, the use of a PLA would promote a number of Monroe County's stated objectives, including the prudent use of public funds and avoiding favoritism, fraud and/or corruption. Seeler Engineering, P.C. recommends that the County proceed with negotiations for a PLA on the Frontier Field Renovations Project.

Table 1

Labor Unions Representing the Construction Industry in Monroe County

Craft	Local Union Number
Boilermakers	5
Bricklayers	3
Carpenters	276
Cement Masons	111
Electrical Workers	86
Elevator Constructors	27
Glaziers	4
Heat & Frost Insulators	26
Iron Workers	33
Laborers	435
Millwrights	1163
Operating Engineers	158
Painters	4
Plasterers	9
Plumbers & Steamfitters	13
Roofers	22
Sheet Metal Workers	46
Sprinkler Fitters	669
Teamsters	118

Table 2

Total Labor Breakdown by Craft

Craft	Hours per Craft
Boilermakers	0
Bricklayers - Building	7,522
Bricklayers - H&H	0
Carpenters - Building	30,532
Carpenters - H&H	120
Cement Masons	0
Electrical Workers	13,671
Elevator Constructors	0
Glaziers	847
Heat & Frost Insulators	141
Iron Workers	1,987
Laborers - Building	13,422
Laborers - H&H	6,467
Millwrights	0
Operating Engineers - Building	780
Operating Engineers - H&H	1,560
Operating Engineers - Tech	243
Painters	6,643
Plasterers	0
Plumbers & Steamfitters	6,939
Roofers	1,953
Sheet Metal Workers	7,191
Sprinkler Fitters	516
Teamsters - Building	0
Teamsters - H&H	0
Total	100,534

Table 3

Frontier Field
Barrowvans

Table 3
Key Features of Existing Labor Agreements

Due Diligence Study
Monroe County

Agreement Provisions	Electricians - Building	Carpenters - Building	Carpenters - H&H	Electrical Workers	Glassers	Heat & Frost Insulators	Iron Workers	Laborers - Building	Laborers - H&H
Local Number	3	278	276	68	4	28	33	475	428
Contract Expiration	4/30/2022	5/31/2026	4/30/2022	5/30/2024	4/30/2022	5/31/2023	4/15/2024	4/30/2024	1/31/2024
Contract Duration	3 Years	3 Years	3 Years	3 Years	4 Years	3 Years	3 Years	5 Years	3 Years
Regular Work Week	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri
Regular Work Day	8 hrs/Day ± 0.5 Hr Lunch	8 hrs/Day ± 0.5 Hr Lunch	8 hrs/Day ± 0.5 Hr Lunch	8 hrs/Day ± 0.5 Hr Lunch	8 hrs/Day ± 0.5 Hr Lunch	8 hrs/Day ± 0.5 Hr Lunch	8 hrs/Day ± 0.5 Hr Lunch	8 hrs/Day ± 0.5 Hr Lunch	8 hrs/Day ± 0.5 Hr Lunch
Start Time	5:00 AM Earliest	6:00 - 9:00 AM	7:00 AM (6:00 AM if over 8-)	7:00 AM (Can vary by 2 hours)	6:00 AM - 9:00 AM	6:00 AM - 8:00 AM	6:00 AM Earliest	Not Addressed	6:00 AM - 8:00 AM
4-10 Hour Days	Acceptable with 48 hours notice	Acceptable to the extent permitted by law	Acceptable to the extent permitted by law	Acceptable with 24 hours notice to the Union	Acceptable to the extent permitted by law	Not Addressed	Not Addressed	Not Addressed	Not Addressed
Overtime	1.5x Outside Regular Work Week/Saturdays 2x Sundays/Holidays	1.5x Outside Regular Work Week/Saturdays 2x Sundays/Holidays	1.5x Outside Regular Work Week/Saturdays 2x Sundays/Holidays	1.5x Outside Regular Work Week/Saturdays 2x Sundays/Holidays	1.5x Outside Regular Work Week/Saturdays 2x Sundays/Holidays	1.5x Outside Regular Work Week/Saturdays 2x Sundays/Holidays	1.5x After 8/Outside Work Week/Saturdays 2x Sundays/Holidays	1.5x Outside Regular Work Week/Saturdays 2x Sundays/Holidays	1.5x Outside Regular Work Week/Saturdays 2x Sundays/Holidays
Report in Pay (%)	2	2	2	2	2	2	2	2	2
Report on Pay Description	2 Hours paid if employee shows up and no work is provided due to inclement weather	If no work is provided, unless due to inclement weather, utility failure, strike, riot or civil disturbance	If employee shows up and no work is provided	If employee reports to the job and a rest just to wait due to conditions beyond the control of the employee	If no work is provided, unless out of the control of the employer	Not Addressed	If employee reports to work and through no fault of his own is unable to start work because of inclement weather or any other unforeseen condition @ \$15/hr	If employee reports for work and no work is provided unless due to inclement weather	If employee reports for work and no work is provided
Shift Work	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7% Premium 3rd Shift: 14% Premium	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 8 hrs/8 hrs pay - 17.3% 3rd Shift: 8 hrs/8 hrs pay - 11.4%	Not Addressed (See Other Section)	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 8 hrs/8 hrs pay - 15% 3rd Shift: 8 hrs/8 hrs pay - 19%	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 8 hrs/8 hrs pay - 10% 3rd Shift: 8 hrs/8 hrs pay - 19%	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 8 hrs/8 hrs pay 3rd Shift: 8 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay
Holiday Pay	No	No	Yes, Only 4th of July and Labor Day, must work the day before and day after	No	No	No	No	No	Yes, must work day before/after
Observed Holidays	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	New Year's Day Memorial Day Independence Day Labor Day Thanksgiving Day Christmas Day	New Year's Day Memorial Day Independence Day Labor Day Thanksgiving Day Christmas Day	New Year's Day Christmas Day Memorial Day Fourth of July Thanksgiving Day Labor Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day
Journeymen (Ratio)	4	3	3	5	3	3	4	3	3
Apprentices (Ratio)	1	1	1	1	1	1	1	1	1
Ratio Job Specific (Y/N)	No	No	No	No	No	No	No	No	No
Travel/Parking Reimbursement Description	When traveling from job to job, mileage will be paid at IRS Rate	Not Addressed	Not Addressed	If evening from job to job, mileage paid at IRS rate	Mileage paid from edge of zone to job site. Parking fees reimbursed by the employer, not to exceed \$10.00	Travel Expense depending on Township	Not Addressed	Not Addressed	Not Addressed
Mileage Reimbursement Rate	\$0.54	\$0.00	\$0.00	\$0.54	\$0.40	\$0.00	\$0.00	\$0.00	\$0.00
Parking Reimbursement Rate	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Industry Fund Contributions	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.10	\$0.04	\$0.00	\$0.00
Other	NA	NA	\$2.00 Single in regular Shift Premium	NA	Shift differential when prevailing 10% employer Project Labor Agreements apply. \$2.00 for prior to 6:00 AM or after 12:00 noon.	NA	NA	NA	\$1.75 Night Shift Premium

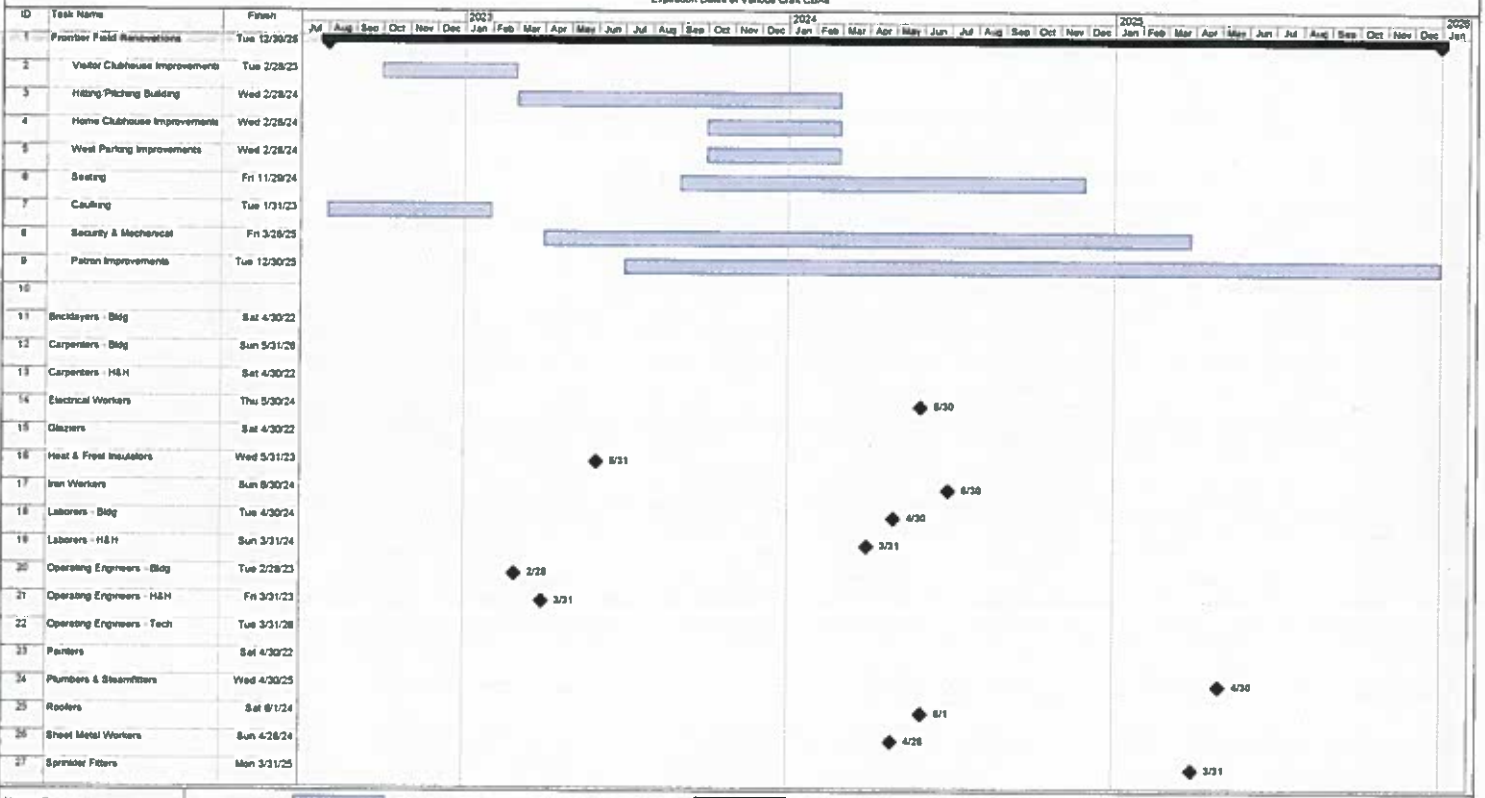
Table 2
Key Features of Existing Labor Agreements

Agreement Provisions	Operating Engineers - Building	Operating Engineers - H&M	Operating Engineers - Trench	Painters	Plumbers & Steamfitters	Roaders	Sheet Metal Workers	Sinkliner Pipers
Local Number	156	156	156	4	13	22	48	99
Contract Expiration	2/28/2023	3/31/2023	3/31/2026	6/30/2022	4/30/2025	6/1/2024	4/28/2024	3/31/2023
Contract Duration	4 Years	6 Years	5 Years	2 Years	5 Years	3 Years	3 Years	4 Years
Regular Work Week	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri
Regular Work Day	8 Hrs/Day ± 0.5 Hr Lunch	8 Hrs/Day ± 0.5 Hr Lunch	8 Hrs/Day ± 0.5 Hr Lunch	8 Hrs/Day ± 0.5 Hr Lunch	8 Hrs/Day ± 0.5 Hr Lunch	8 Hrs/Day ± 0.5 Hr Lunch	8 Hrs/Day ± 0.5 Hr Lunch	8 Hrs/Day ± 0.5 Hr Lunch
Start Time	6:00 AM to 6:00 AM	6:00 AM - 6:00 AM (Unless mutually agreed)	Flexible, Set by Contractor	6:00 AM	6:00 AM Earliest	5:00 AM - 4:30 PM	6:00 AM Earliest	6:00 AM Earliest
4-10 Hour Days	Acceptable	Acceptable	Acceptable unless prohibited by law	Acceptable as permitted by law	Not Addressed	Not Addressed	Acceptable	Acceptable with prior written notice to the union
Overtime	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays
Separate Pay (Y/N)	Y	Y	Y	Y	Y	Y	Y	Y
Report in Pay Description	If employee reports for work and no work is provided	If employee reports for work and no work is provided	If employee reports for work and no work is provided	If employee reports for work and no work is provided	If employee reports for work and no work is provided due to unforeseen conditions or inclement weather	If employee reports for work and no work is provided, unless due to inclement weather	If employee reports for work and no work is provided due to weather or lack of material	4 hours @ Prevailing Wage if employee reports for work at regular time and no work is provided
Shift Work	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	\$2.00 Premium for all shifts before 6:00 AM or after 12:00 PM	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 8 hrs/8 hrs pay + 10%	Not Addressed	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 8 hrs/8 hrs pay - 14% 3rd Shift: 8 hrs/8 hrs pay - 20%	1st: 8 Hours/8 Hours Pay 2nd: 8 Hours/115% Pay 3rd: 8 Hours/115% Pay
Holiday Pay	Yes, must work 5 days before/1 after	Yes, must work day before/after	Yes, must work day before/after	No	No	No	No	No
Observed Holidays	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	New Year's Day July 4th Labor Day Thanksgiving Day Christmas Day
Journeymen (Ratio)	3	3	3	3	4	3	3	2
Apprentice (Ratio)	1	1	1	1	1	1	1	1
Rate Job Specific (Y/N)	Yes	Yes	Yes	No	No	Yes	No	No
Travel/Perching Reimbursement Description	Not Addressed	Not Addressed	Not Addressed	Travel pay depending on Zone	Not Addressed	Mileage paid at IRS rate outside geographical jurisdiction, Room and Board \$50/day or \$195/week	Travel compensation outside free zone	0-60 miles = no temporary paid 61-90 miles = \$17.50/Day 91-100 miles = \$40.00/Day 101-100 miles = \$27.50/Day - \$0.45/mile - 11.4 hourly rate per 35 miles traveled
Mileage Reimbursement Rate	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.54	\$0.54	\$0.00
Perching Reimbursement Rate	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Industry Fund Contributions	\$0.05	\$0.05	\$0.05	\$0.15	\$2.88	\$0.00	\$0.17	\$0.25
Other	District 832	\$2.50 Single Regular Shift Premium	District 832	NA	NA	NA	NA	NA

Appendices

Appendix A

Appendix A
 Merced County
 Frontier Field Renovations
 PLA Benefits Analysis
 Expiration Dates of Various Craft CBAs



Merced County
 Frontier Field Renovations
 Date: Mon 03/28/22

Task: [Bar] Progress
 Milestone: [Diamond]

Summary: [Bar] External Tasks: [Bar] Deadline: [Bar]

Project Summary: [Bar] External Milestone: [Diamond]

Page 1

Appendix B

Project Description		Construction Cost
MLB Requirements		
Visitors & Home Clubhouse Improvements	\$	1,940,000
West Parking Improvements	\$	1,600,000
Hitting/Pitching Building	\$	5,940,000
Security & Mechanical	\$	1,560,000
Seating & Caulking	\$	3,000,000
Facility and Patron Improvements		
Kitchen	\$	4,247,070
Fire House Deck	\$	344,357
Ticket Office	\$	110,194
Left Field Patio	\$	642,800
Left Field Berm	\$	286,964
Score Board	\$	88,385
Batters Eye	\$	58,541
Kids Area	\$	229,571
Outfield Restrooms	\$	332,878
Picnic Pavillion	\$	229,571
AD Board	\$	96,420
Drink Rail	\$	18,366
Home Plate	\$	252,528
Swing Gate	\$	59,689
Concourse	\$	152,665
Total Construction Cost	\$	21,190,000
Direct Costs		
Eng./CM/FF&E/Misc.	\$	4,940,000
Direct Costs Total	\$	4,940,000
2022 Total Project Cost	\$	26,130,000

Appendix C

Item No.	Provision	Savings
1	Industry Funds	\$ 8,600
2	Non-Union Apprentice Program	\$ 67,900
3	Guaranteed Pay	\$ 10,100
4	No Holiday Pay	\$ 7,900
5	Offsite Fabrication	\$ 7,600
6	Work Break Time Reduction	\$ 15,200
7	Wage Concessions	\$ 15,100
8	Rochester Careers in Construction	\$ (15,100)
	Total Savings	\$ 117,300
	Total Labor Cost	\$ 5,632,000
	Total Savings Percentage	2.1%
	Total Construction Cost	\$ 21,190,000

Assumptions:

- Maximum Fund Contribution	\$2.68/hr.
- Minimum Fund Contribution	\$0.00/hr.
- Maximum Savings	\$1,226
- Total Savings	\$ 8,593

Visitors & Home Clubhouse Improvements	Total Hours	Industry Contribution	Total Cost
Bricklayers - Building	720	\$ 0.10	\$ 72
Carpenters - Building	2,911	\$ -	\$ -
Carpenters - H&H	0	\$ -	\$ -
Electrical Workers	1,865	\$ -	\$ -
Glaziers	0	\$ -	\$ -
Heat & Frost Insulators	0	\$ 0.10	\$ -
Iron Workers	0	\$ 0.04	\$ -
Laborers - Building	1,612	\$ -	\$ -
Laborers - H&H	0	\$ -	\$ -
Operating Engineers - Building	0	\$ 0.05	\$ -
Operating Engineers - H&H	0	\$ 0.05	\$ -
Operating Engineers - Tech	0	\$ 0.05	\$ -
Painters	1,551	\$ 0.15	\$ 233
Plumbers & Steamfitters	332	\$ 2.68	\$ 890
Roofers	0	\$ -	\$ -
Sheet Metal Workers	187	\$ 0.17	\$ 32
Sprinkler Fitters	0	\$ 0.25	\$ -
Total		\$	1,226
		Union Participation	40%
Savings through the Elimination of Industry Funds - Clubhouse Improvements			\$ 490

Frontier Field
Renovations

Industry Funds
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Maximum Fund Contribution
- Minimum Fund Contribution
- Maximum Savings
- Total Savings

	\$2.68/hr.
	\$0.00/hr.
	\$1,226
\$	8,593

West Parking Improvements	Total Hours	Industry Contribution	Total Cost
Bricklayers - Building	0	\$ 0.10	\$ -
Carpenters - Building	0	\$ -	\$ -
Carpenters - H&H	120	\$ -	\$ -
Electrical Workers	154	\$ -	\$ -
Glaziers	0	\$ -	\$ -
Heat & Frost Insulators	0	\$ 0.10	\$ -
Iron Workers	0	\$ 0.04	\$ -
Laborers - Building	0	\$ -	\$ -
Laborers - H&H	4,122	\$ -	\$ -
Operating Engineers - Building	0	\$ 0.05	\$ -
Operating Engineers - H&H	918	\$ 0.05	\$ 46
Operating Engineers - Tech	16	\$ 0.05	\$ 1
Painters	369	\$ 0.15	\$ 55
Plumbers & Steamfitters	0	\$ 2.68	\$ -
Roofers	0	\$ -	\$ -
Sheet Metal Workers	0	\$ 0.17	\$ -
Sprinkler Fitters	0	\$ 0.25	\$ -

Total

\$ 102

Union Participation

40%

Savings through the Elimination of Industry Funds - Parking Improvements

\$ -

Assumptions:

- Maximum Fund Contribution	\$2.68/hr.
- Minimum Fund Contribution	\$0.00/hr.
- Maximum Savings	\$1,226
- Total Savings	\$ 8,593

Hitting/Pitching Building	Total Hours	Industry Contribution	Total Cost
Bricklayers - Building	4,514	\$ 0.10	\$ 451
Carpenters - Building	0	\$ -	\$ -
Carpenters - H&H	0	\$ -	\$ -
Electrical Workers	847	\$ -	\$ -
Glaziers	1,987	\$ -	\$ -
Heat & Frost Insulators	0	\$ 0.10	\$ -
Iron Workers	3,070	\$ 0.04	\$ 123
Laborers - Building	0	\$ -	\$ -
Laborers - H&H	0	\$ -	\$ -
Operating Engineers - Building	228	\$ 0.05	\$ 11
Operating Engineers - H&H	348	\$ 0.05	\$ 17
Operating Engineers - Tech	0	\$ 0.05	\$ -
Painters	1,306	\$ 0.15	\$ 196
Plumbers & Steamfitters	661	\$ 2.68	\$ 1,771
Roofers	516	\$ -	\$ -
Sheet Metal Workers	0	\$ 0.17	\$ -
Sprinkler Fitters	0	\$ 0.25	\$ -
Total		\$	2,570
		Union Participation	40%
Savings through the Elimination of Industry Funds - Hitting/Pitching Building			\$ 1,028

Assumptions:

- Maximum Fund Contribution
- Minimum Fund Contribution
- Maximum Savings
- Total Savings

	\$2.68/hr.
	\$0.00/hr.
	\$1,226
\$	8,593

Seating	Total Hours	Industry Contribution	Total Cost
Bricklayers - Building	0	\$ 0.10	\$ -
Carpenters - Building	13,493	\$ -	\$ -
Carpenters - H&H	0	\$ -	\$ -
Electrical Workers	0	\$ -	\$ -
Glaziers	0	\$ -	\$ -
Heat & Frost Insulators	0	\$ 0.10	\$ -
Iron Workers	0	\$ 0.04	\$ -
Laborers - Building	0	\$ -	\$ -
Laborers - H&H	0	\$ -	\$ -
Operating Engineers - Building	0	\$ 0.05	\$ -
Operating Engineers - H&H	0	\$ 0.05	\$ -
Operating Engineers - Tech	0	\$ 0.05	\$ -
Painters	0	\$ 0.15	\$ -
Plumbers & Steamfitters	0	\$ 2.68	\$ -
Roofers	0	\$ -	\$ -
Sheet Metal Workers	0	\$ 0.17	\$ -
Sprinkler Fitters	0	\$ 0.25	\$ -

Total

\$

Union Participation

40%

Savings through the Elimination of Industry Funds - Seating

\$

-

Assumptions:

- Maximum Fund Contribution
- Minimum Fund Contribution
- Maximum Savings
- Total Savings

	\$2.68/hr.
	\$0.00/hr.
	\$1,226
\$	8,593

Caulking	Total Hours	Industry Contribution	Total Cost
Bricklayers - Building	3,228	\$ 0.10	\$ 323
Carpenters - Building	0	\$ -	-
Carpenters - H&H	0	\$ -	-
Electrical Workers	0	\$ -	-
Glaziers	0	\$ -	-
Heat & Frost Insulators	0	\$ 0.10	-
Iron Workers	0	\$ 0.04	-
Laborers - Building	0	\$ -	-
Laborers - H&H	0	\$ -	-
Operating Engineers - Building	0	\$ 0.05	-
Operating Engineers - H&H	0	\$ 0.05	-
Operating Engineers - Tech	0	\$ 0.05	-
Painters	0	\$ 0.15	-
Plumbers & Steamfitters	0	\$ 2.68	-
Roofers	0	\$ -	-
Sheet Metal Workers	0	\$ 0.17	-
Sprinkler Fitters	0	\$ 0.25	-
Total			\$ 323
		Union Participation	40%
Savings through the Elimination of Industry Funds - Caulking			\$ 129

Frontier Field
Renovations

Industry Funds
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Maximum Fund Contribution	\$2.68/hr.
- Minimum Fund Contribution	\$0.00/hr.
- Maximum Savings	\$1,226
- Total Savings	\$ 8,593

Security & Mechanical	Total Hours	Industry Contribution	Total Cost
Bricklayers - Building	0	\$ 0.10	\$ -
Carpenters - Building	0	\$ -	\$ -
Carpenters - H&H	0	\$ -	\$ -
Electrical Workers	2,570	\$ -	\$ -
Glaziers	0	\$ -	\$ -
Heat & Frost Insulators	0	\$ 0.10	\$ -
Iron Workers	0	\$ 0.04	\$ -
Laborers - Building	0	\$ -	\$ -
Laborers - H&H	0	\$ -	\$ -
Operating Engineers - Building	0	\$ 0.05	\$ -
Operating Engineers - H&H	0	\$ 0.05	\$ -
Operating Engineers - Tech	0	\$ 0.05	\$ -
Painters	0	\$ 0.15	\$ -
Plumbers & Steamfitters	2,286	\$ 2.68	\$ 6,126
Roofers	0	\$ -	\$ -
Sheet Metal Workers	1,827	\$ 0.17	\$ 311
Sprinkler Fitters	0	\$ 0.25	\$ -
Total			\$ 6,437
		Union Participation	40%
Savings through the Elimination of Industry Funds - Security & Mechanical			\$ 2,575

Frontier Field
Renovations

Industry Funds
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Maximum Fund Contribution
- Minimum Fund Contribution
- Maximum Savings
- Total Savings

	\$2.68/hr.
	\$0.00/hr.
	\$1,226
\$	8,593

Facility and Patron Improvements	Total Hours	Industry Contribution	Total Cost
Bricklayers - Building	2,688	\$ 0.10	\$ 269
Carpenters - Building	9,614	\$ -	\$ -
Carpenters - H&H	0	\$ -	\$ -
Electrical Workers	4,058	\$ -	\$ -
Glaziers	0	\$ -	\$ -
Heat & Frost Insulators	0	\$ 0.10	\$ -
Iron Workers	0	\$ 0.04	\$ -
Laborers - Building	8,741	\$ -	\$ -
Laborers - H&H	1,258	\$ -	\$ -
Operating Engineers - Building	53	\$ 0.05	\$ 3
Operating Engineers - H&H	366	\$ 0.05	\$ 18
Operating Engineers - Tech	0	\$ 0.05	\$ -
Painters	4,376	\$ 0.15	\$ 656
Plumbers & Steamfitters	3,442	\$ 2.68	\$ 9,225
Roofers	0	\$ -	\$ -
Sheet Metal Workers	4,450	\$ 0.17	\$ 757
Sprinkler Fitters	0	\$ 0.25	\$ -
Total			\$ 10,927

Union Participation 40%

Savings through the Elimination of Industry Funds - Facility & Patron Improvements **\$ 4,371**

Total Savings through the Elimination of Industry Funds \$ 8,593

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using No Apprentices

Visitors & Home Clubhouse Improvements	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	0	\$ 55.95	432	\$ 24,170
Carpenters - Building	\$ 53.54	\$ 36.26	3	0	\$ 53.54	1,747	\$ 93,513
Carpenters - H&H	\$ 57.33	\$ 37.99	3	0	\$ 57.33	0	\$ -
Electrical Workers	\$ 62.70	\$ 48.36	3	0	\$ 62.70	1,119	\$ 70,161
Glaziers	\$ 52.25	\$ 44.44	3	0	\$ 52.25	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	0	\$ 57.97	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	3	0	\$ 60.26	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	0	\$ 48.85	967	\$ 47,248
Laborers - H&H	\$ 54.96	\$ 38.47	3	0	\$ 54.96	0	\$ -
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	0	\$ 67.37	0	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	0	\$ 77.79	0	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	0	\$ 69.36	0	\$ -
Painters	\$ 48.35	\$ 40.96	3	0	\$ 48.35	931	\$ 44,995
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	0	\$ 63.09	199	\$ 12,568
Roofers	\$ 51.37	\$ 35.66	3	0	\$ 51.37	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	0	\$ 62.01	112	\$ 6,958
Sprinkler Fitters	\$ 64.26	\$ 53.36	3	0	\$ 64.26	0	\$ -
Total						5,507	\$ 299,612

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using Apprentice Ratios of 2:1 or Better

Visitors & Home Clubhouse Improvements	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	2	1	\$ 50.55	432	\$ 21,839
Carpenters - Building	\$ 53.54	\$ 36.26	2	1	\$ 47.78	1,747	\$ 83,450
Carpenters - H&H	\$ 57.33	\$ 37.99	2	1	\$ 50.88	0	\$ -
Electrical Workers	\$ 62.70	\$ 48.36	2	2	\$ 55.53	1,119	\$ 62,140
Glaziers	\$ 52.25	\$ 44.44	2	1	\$ 49.65	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	2	1	\$ 54.48	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	2	1	\$ 53.99	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	2	1	\$ 43.97	967	\$ 42,525
Laborers - H&H	\$ 54.96	\$ 38.47	2	1	\$ 49.46	0	\$ -
Operating Engineers - Building	\$ 67.37	\$ 56.65	2	1	\$ 63.80	0	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 64.03	2	1	\$ 73.20	0	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 56.73	2	1	\$ 65.15	0	\$ -
Painters	\$ 48.35	\$ 40.96	2	1	\$ 45.89	931	\$ 42,703
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	2	1	\$ 55.09	199	\$ 10,974
Roofers	\$ 51.37	\$ 35.66	2	1	\$ 46.13	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	2	1	\$ 55.78	112	\$ 6,258
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	0	\$ -
Total						5,507	\$ 269,889

Utilization Based on Site Activity

20%

Savings for Non-Union Labor Using Apprentices - Clubhouse Improvements

\$ 5,945

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using No Apprentices

West Parking Improvements	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	0	\$ 55.95	0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	3	0	\$ 53.54	0	\$ -
Carpenters - H&H	\$ 57.33	\$ 37.99	3	0	\$ 57.33	72	\$ 4,128
Electrical Workers	\$ 62.70	\$ 48.36	3	0	\$ 62.70	92	\$ 5,793
Glaziers	\$ 52.25	\$ 44.44	3	0	\$ 52.25	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	0	\$ 57.97	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	3	0	\$ 60.26	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	0	\$ 48.85	0	\$ -
Laborers - H&H	\$ 54.96	\$ 38.47	3	0	\$ 54.96	2,473	\$ 135,927
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	0	\$ 67.37	0	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	0	\$ 77.79	551	\$ 42,847
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	0	\$ 69.36	10	\$ 666
Painters	\$ 48.35	\$ 40.96	3	0	\$ 48.35	221	\$ 10,705
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	0	\$ 63.09	0	\$ -
Roofers	\$ 51.37	\$ 35.66	3	0	\$ 51.37	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	0	\$ 62.01	0	\$ -
Sprinkler Fitters	\$ 64.26	\$ 53.36	3	0	\$ 64.26	0	\$ -
Total						3,419	\$ 200,066

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using Apprentice Ratios of 2:1 or Better

West Parking Improvements	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	2	1	\$ 50.55	0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	2	1	\$ 47.78	0	\$ -
Carpenters - H&H	\$ 57.33	\$ 37.99	2	1	\$ 50.88	72	\$ 3,664
Electrical Workers	\$ 62.70	\$ 48.36	2	2	\$ 55.53	92	\$ 5,131
Glaziers	\$ 52.25	\$ 44.44	2	1	\$ 49.65	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	2	1	\$ 54.48	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	2	1	\$ 53.99	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	2	1	\$ 43.97	0	\$ -
Laborers - H&H	\$ 54.96	\$ 38.47	2	1	\$ 49.46	2,473	\$ 122,333
Operating Engineers - Building	\$ 67.37	\$ 56.65	2	1	\$ 63.80	0	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 64.03	2	1	\$ 73.20	551	\$ 40,321
Operating Engineers - Tech	\$ 69.36	\$ 56.73	2	1	\$ 65.15	10	\$ 625
Painters	\$ 48.35	\$ 40.96	2	1	\$ 45.89	221	\$ 10,160
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	2	1	\$ 55.09	0	\$ -
Roofers	\$ 51.37	\$ 35.66	2	1	\$ 46.13	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	2	1	\$ 55.78	0	\$ -
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	0	\$ -
Total						3,419	\$ 182,233
						Utilization Based on Site Activity	20%
						Savings for Non-Union Labor Using Apprentices - Parking Improvements	\$ 3,566

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using No Apprentices

Hitting/Pitching Building	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	0	\$ 55.95	532	\$ 29,777
Carpenters - Building	\$ 53.54	\$ 36.26	3	0	\$ 53.54	2,708	\$ 145,008
Carpenters - H&H	\$ 57.33	\$ 37.99	3	0	\$ 57.33	0	\$ -
Electrical Workers	\$ 62.70	\$ 48.36	3	0	\$ 62.70	2,310	\$ 144,837
Glaziers	\$ 52.25	\$ 44.44	3	0	\$ 52.25	508	\$ 26,553
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	0	\$ 57.97	85	\$ 4,904
Iron Workers	\$ 60.26	\$ 41.44	3	0	\$ 60.26	1,192	\$ 71,842
Laborers - Building	\$ 48.85	\$ 34.20	3	0	\$ 48.85	1,842	\$ 89,982
Laborers - H&H	\$ 54.96	\$ 38.47	3	0	\$ 54.96	653	\$ 35,878
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	0	\$ 67.37	437	\$ 29,427
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	0	\$ 77.79	167	\$ 12,975
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	0	\$ 69.36	137	\$ 9,488
Painters	\$ 48.35	\$ 40.96	3	0	\$ 48.35	209	\$ 10,095
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	0	\$ 63.09	784	\$ 49,437
Roofers	\$ 51.37	\$ 35.66	3	0	\$ 51.37	1,172	\$ 60,195
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	0	\$ 62.01	397	\$ 24,593
Sprinkler Fitters	\$ 64.26	\$ 53.36	3	0	\$ 64.26	310	\$ 19,895
Total						13,441	\$ 764,888

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using Apprentice Ratios of 2:1 or Better

Hitting/Pitching Building	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	2	1	\$ 50.55	532	\$ 26,904
Carpenters - Building	\$ 53.54	\$ 36.26	2	1	\$ 47.78	2,708	\$ 129,403
Carpenters - H&H	\$ 57.33	\$ 37.99	2	1	\$ 50.88	0	\$ -
Electrical Workers	\$ 62.70	\$ 48.36	2	2	\$ 55.53	2,310	\$ 128,278
Glaziers	\$ 52.25	\$ 44.44	2	1	\$ 49.65	508	\$ 25,230
Heat & Frost Insulators	\$ 57.97	\$ 47.49	2	1	\$ 54.48	85	\$ 4,609
Iron Workers	\$ 60.26	\$ 41.44	2	1	\$ 53.99	1,192	\$ 64,363
Laborers - Building	\$ 48.85	\$ 34.20	2	1	\$ 43.97	1,842	\$ 80,987
Laborers - H&H	\$ 54.96	\$ 38.47	2	1	\$ 49.46	653	\$ 32,290
Operating Engineers - Building	\$ 67.37	\$ 56.65	2	1	\$ 63.80	437	\$ 27,867
Operating Engineers - H&H	\$ 77.79	\$ 64.03	2	1	\$ 73.20	167	\$ 12,210
Operating Engineers - Tech	\$ 69.36	\$ 56.73	2	1	\$ 65.15	137	\$ 8,912
Painters	\$ 48.35	\$ 40.96	2	1	\$ 45.89	209	\$ 9,581
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	2	1	\$ 55.09	784	\$ 43,170
Roofers	\$ 51.37	\$ 35.66	2	1	\$ 46.13	1,172	\$ 54,059
Sheet Metal Workers	\$ 62.01	\$ 43.31	2	1	\$ 55.78	397	\$ 22,121
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	310	\$ 18,770
Total						13,441	\$ 688,754

Utilization Based on Site Activity

20%

Savings for Non-Union Labor Using Apprentices - Hitting/Pitching Building

\$ 15,227

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using No Apprentices

Seating	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	0	\$ 55.95	0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	3	0	\$ 53.54	8,096	\$ 433,449
Carpenters - H&H	\$ 57.33	\$ 37.99	3	0	\$ 57.33	0	\$ -
Electrical Workers	\$ 62.70	\$ 48.36	3	0	\$ 62.70	0	\$ -
Glaziers	\$ 52.25	\$ 44.44	3	0	\$ 52.25	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	0	\$ 57.97	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	3	0	\$ 60.26	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	0	\$ 48.85	0	\$ -
Laborers - H&H	\$ 54.96	\$ 38.47	3	0	\$ 54.96	0	\$ -
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	0	\$ 67.37	0	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	0	\$ 77.79	0	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	0	\$ 69.36	0	\$ -
Painters	\$ 48.35	\$ 40.96	3	0	\$ 48.35	0	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	0	\$ 63.09	0	\$ -
Roofers	\$ 51.37	\$ 35.66	3	0	\$ 51.37	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	0	\$ 62.01	0	\$ -
Sprinkler Fitters	\$ 64.26	\$ 53.36	3	0	\$ 64.26	0	\$ -
Total						8,096	\$ 433,449

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using Apprentice Ratios of 2:1 or Better

Seating	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost	
Bricklayers - Building	\$ 55.95	\$ 39.76	2	1	\$ 50.55	0	\$ -	
Carpenters - Building	\$ 53.54	\$ 36.26	2	1	\$ 47.78	8,096	\$ 386,804	
Carpenters - H&H	\$ 57.33	\$ 37.99	2	1	\$ 50.88	0	\$ -	
Electrical Workers	\$ 62.70	\$ 48.36	2	2	\$ 55.53	0	\$ -	
Glaziers	\$ 52.25	\$ 44.44	2	1	\$ 49.65	0	\$ -	
Heat & Frost Insulators	\$ 57.97	\$ 47.49	2	1	\$ 54.48	0	\$ -	
Iron Workers	\$ 60.26	\$ 41.44	2	1	\$ 53.99	0	\$ -	
Laborers - Building	\$ 48.85	\$ 34.20	2	1	\$ 43.97	0	\$ -	
Laborers - H&H	\$ 54.96	\$ 38.47	2	1	\$ 49.46	0	\$ -	
Operating Engineers - Building	\$ 67.37	\$ 56.65	2	1	\$ 63.80	0	\$ -	
Operating Engineers - H&H	\$ 77.79	\$ 64.03	2	1	\$ 73.20	0	\$ -	
Operating Engineers - Tech	\$ 69.36	\$ 56.73	2	1	\$ 65.15	0	\$ -	
Painters	\$ 48.35	\$ 40.96	2	1	\$ 45.89	0	\$ -	
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	2	1	\$ 55.09	0	\$ -	
Roofers	\$ 51.37	\$ 35.66	2	1	\$ 46.13	0	\$ -	
Sheet Metal Workers	\$ 62.01	\$ 43.31	2	1	\$ 55.78	0	\$ -	
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	0	\$ -	
Total						8,096	\$ 386,804	
Utilization Based on Site Activity							20%	
Savings for Non-Union Labor Using Apprentices - Seating								\$ 9,329

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using No Apprentices

Caulking	Journeymen Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	0	\$ 55.95	1,937	\$ 108,364
Carpenters - Building	\$ 53.54	\$ 36.26	3	0	\$ 53.54	0	\$ -
Carpenters - H&H	\$ 57.33	\$ 37.99	3	0	\$ 57.33	0	\$ -
Electrical Workers	\$ 62.70	\$ 48.36	3	0	\$ 62.70	0	\$ -
Glaziers	\$ 52.25	\$ 44.44	3	0	\$ 52.25	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	0	\$ 57.97	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	3	0	\$ 60.26	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	0	\$ 48.85	0	\$ -
Laborers - H&H	\$ 54.96	\$ 38.47	3	0	\$ 54.96	0	\$ -
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	0	\$ 67.37	0	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	0	\$ 77.79	0	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	0	\$ 69.36	0	\$ -
Painters	\$ 48.35	\$ 40.96	3	0	\$ 48.35	0	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	0	\$ 63.09	0	\$ -
Roofers	\$ 51.37	\$ 35.66	3	0	\$ 51.37	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	0	\$ 62.01	0	\$ -
Sprinkler Fitters	\$ 64.26	\$ 53.36	3	0	\$ 64.26	0	\$ -
Total						1,937	\$ 108,364

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using Apprentice Ratios of 2:1 or Better

Caulking	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost	
Bricklayers - Building	\$ 55.95	\$ 39.76	2	1	\$ 50.55	1,937	\$ 97,912	
Carpenters - Building	\$ 53.54	\$ 36.26	2	1	\$ 47.78	0	\$ -	
Carpenters - H&H	\$ 57.33	\$ 37.99	2	1	\$ 50.88	0	\$ -	
Electrical Workers	\$ 62.70	\$ 48.36	2	2	\$ 55.53	0	\$ -	
Glaziers	\$ 52.25	\$ 44.44	2	1	\$ 49.65	0	\$ -	
Heat & Frost Insulators	\$ 57.97	\$ 47.49	2	1	\$ 54.48	0	\$ -	
Iron Workers	\$ 60.26	\$ 41.44	2	1	\$ 53.99	0	\$ -	
Laborers - Building	\$ 48.85	\$ 34.20	2	1	\$ 43.97	0	\$ -	
Laborers - H&H	\$ 54.96	\$ 38.47	2	1	\$ 49.46	0	\$ -	
Operating Engineers - Building	\$ 67.37	\$ 56.65	2	1	\$ 63.80	0	\$ -	
Operating Engineers - H&H	\$ 77.79	\$ 64.03	2	1	\$ 73.20	0	\$ -	
Operating Engineers - Tech	\$ 69.36	\$ 56.73	2	1	\$ 65.15	0	\$ -	
Painters	\$ 48.35	\$ 40.96	2	1	\$ 45.89	0	\$ -	
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	2	1	\$ 55.09	0	\$ -	
Roofers	\$ 51.37	\$ 35.66	2	1	\$ 46.13	0	\$ -	
Sheet Metal Workers	\$ 62.01	\$ 43.31	2	1	\$ 55.78	0	\$ -	
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	0	\$ -	
Total						1,937	\$ 97,912	
Utilization Based on Site Activity							20%	
Savings for Non-Union Labor Using Apprentices - Caulking								\$ 2,090

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using No Apprentices

Security & Mechanical	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	0	\$ 55.95	0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	3	0	\$ 53.54	0	\$ -
Carpenters - H&H	\$ 57.33	\$ 37.99	3	0	\$ 57.33	0	\$ -
Electrical Workers	\$ 62.70	\$ 48.36	3	0	\$ 62.70	1,542	\$ 96,683
Glaziers	\$ 52.25	\$ 44.44	3	0	\$ 52.25	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	0	\$ 57.97	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	3	0	\$ 60.26	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	0	\$ 48.85	0	\$ -
Laborers - H&H	\$ 54.96	\$ 38.47	3	0	\$ 54.96	0	\$ -
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	0	\$ 67.37	0	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	0	\$ 77.79	0	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	0	\$ 69.36	0	\$ -
Painters	\$ 48.35	\$ 40.96	3	0	\$ 48.35	0	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	0	\$ 63.09	1,372	\$ 86,534
Roofers	\$ 51.37	\$ 35.66	3	0	\$ 51.37	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	0	\$ 62.01	1,096	\$ 67,975
Sprinkler Fitters	\$ 64.26	\$ 53.36	3	0	\$ 64.26	0	\$ -
Total						4,010	\$ 251,193

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using Apprentice Ratios of 2:1 or Better

Security & Mechanical	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	2	1	\$ 50.55	0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	2	1	\$ 47.78	0	\$ -
Carpenters - H&H	\$ 57.33	\$ 37.99	2	1	\$ 50.88	0	\$ -
Electrical Workers	\$ 62.70	\$ 48.36	2	2	\$ 55.53	1,542	\$ 85,630
Glaziers	\$ 52.25	\$ 44.44	2	1	\$ 49.65	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	2	1	\$ 54.48	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	2	1	\$ 53.99	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	2	1	\$ 43.97	0	\$ -
Laborers - H&H	\$ 54.96	\$ 38.47	2	1	\$ 49.46	0	\$ -
Operating Engineers - Building	\$ 67.37	\$ 56.65	2	1	\$ 63.80	0	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 64.03	2	1	\$ 73.20	0	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 56.73	2	1	\$ 65.15	0	\$ -
Painters	\$ 48.35	\$ 40.96	2	1	\$ 45.89	0	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	2	1	\$ 55.09	1,372	\$ 75,564
Roofers	\$ 51.37	\$ 35.66	2	1	\$ 46.13	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	2	1	\$ 55.78	1,096	\$ 61,143
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	0	\$ -
Total						4,010	\$ 222,337
						Utilization Based on Site Activity	20%
						Savings for Non-Union Labor Using Apprentices - Security & Mechanical	\$ 5,771

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using No Apprentices

Facility and Patron Improvements	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	0	\$ 55.95	1,613	\$ 90,236
Carpenters - Building	\$ 53.54	\$ 36.26	3	0	\$ 53.54	5,768	\$ 308,840
Carpenters - H&H	\$ 57.33	\$ 37.99	3	0	\$ 57.33	0	\$ -
Electrical Workers	\$ 62.70	\$ 48.36	3	0	\$ 62.70	2,435	\$ 152,662
Glaziers	\$ 52.25	\$ 44.44	3	0	\$ 52.25	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	0	\$ 57.97	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	3	0	\$ 60.26	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	0	\$ 48.85	5,245	\$ 256,199
Laborers - H&H	\$ 54.96	\$ 38.47	3	0	\$ 54.96	755	\$ 41,484
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	0	\$ 67.37	32	\$ 2,142
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	0	\$ 77.79	220	\$ 17,083
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	0	\$ 69.36	0	\$ -
Painters	\$ 48.35	\$ 40.96	3	0	\$ 48.35	2,626	\$ 126,948
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	0	\$ 63.09	2,065	\$ 130,293
Roofers	\$ 51.37	\$ 35.66	3	0	\$ 51.37	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	0	\$ 62.01	2,670	\$ 165,567
Sprinkler Fitters	\$ 64.26	\$ 53.36	3	0	\$ 64.26	0	\$ -
Total						23,428	\$ 1,291,454

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios of 2:1 or better

Non-Union Labor Cost Using Apprentice Ratios of 2:1 or Better

Facility and Patron Improvements	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	2	1	\$ 50.55	1,613	\$ 81,532
Carpenters - Building	\$ 53.54	\$ 36.26	2	1	\$ 47.78	5,768	\$ 275,605
Carpenters - H&H	\$ 57.33	\$ 37.99	2	1	\$ 50.88	0	\$ -
Electrical Workers	\$ 62.70	\$ 48.36	2	2	\$ 55.53	2,435	\$ 135,208
Glaziers	\$ 52.25	\$ 44.44	2	1	\$ 49.65	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	2	1	\$ 54.48	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	2	1	\$ 53.99	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	2	1	\$ 43.97	5,245	\$ 230,588
Laborers - H&H	\$ 54.96	\$ 38.47	2	1	\$ 49.46	755	\$ 37,335
Operating Engineers - Building	\$ 67.37	\$ 56.65	2	1	\$ 63.80	32	\$ 2,029
Operating Engineers - H&H	\$ 77.79	\$ 64.03	2	1	\$ 73.20	220	\$ 16,076
Operating Engineers - Tech	\$ 69.36	\$ 56.73	2	1	\$ 65.15	0	\$ -
Painters	\$ 48.35	\$ 40.96	2	1	\$ 45.89	2,626	\$ 120,484
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	2	1	\$ 55.09	2,065	\$ 113,776
Roofers	\$ 51.37	\$ 35.66	2	1	\$ 46.13	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	2	1	\$ 55.78	2,670	\$ 148,926
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	0	\$ -
Total						23,428	\$ 1,161,558

Utilization Based on Site Activity 20%

Savings for Non-Union Labor Using Apprentices - Facility & Patron Improvements **\$ 25,979**

Total Savings for Non-Union Labor Using Apprentices \$ 67,908

Assumptions:

- Assume one (1) event per major scope item (excluding clubhouse work)
- Based on the number of workers on site per week
- Only eight (8) hours of 24 guaranteed unworked

Revised Pay Hours	1
Number of Events	0

Visitors & Home Clubhouse Improvements	Rates & Benefits	Rates Only	Workers per Week	Guaranteed Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	\$ 30.56	3	2	\$ -
Carpenters - Building	\$ 53.54	\$ 30.65	4	2	\$ -
Carpenters - H&H	\$ 57.33	\$ 33.13	0	2	\$ -
Electrical Workers	\$ 62.70	\$ 36.00	2	2	\$ -
Glaziers	\$ 52.25	\$ 26.05	0	2	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 33.26	0	0	\$ -
Iron Workers	\$ 60.26	\$ 29.50	0	2	\$ -
Laborers - Building	\$ 48.85	\$ 27.37	3	2	\$ -
Laborers - H&H	\$ 54.96	\$ 30.71	0	2	\$ -
Operating Engineers - Building	\$ 67.37	\$ 35.73	0	2	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 45.86	0	2	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 42.11	0	2	\$ -
Painters	\$ 48.35	\$ 24.62	5	2	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 35.38	2	2	\$ -
Roofers	\$ 51.37	\$ 29.80	0	2	\$ -
Sheet Metal Workers	\$ 62.01	\$ 33.89	1	2	\$ -
Sprinkler Fitters	\$ 64.26	\$ 36.33	0	4	\$ -
Total					\$ -

Savings through the Reduction of Guaranteed Pay - Clubhouse Improvements \$ -

Assumptions:

- Assume one (1) event per major scope item (excluding clubhouse work)
- Based on the number of workers on site per week
- Only eight (8) hours of 24 guaranteed unworked

Revised Pay Hours	1
Number of Events	1

West Parking Improvements	Rates & Benefits	Rates Only	Workers per Week	Guaranteed Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	\$ 30.56	0	2	\$ -
Carpenters - Building	\$ 53.54	\$ 30.65	0	2	\$ -
Carpenters - H&H	\$ 57.33	\$ 33.13	1	2	\$ 82
Electrical Workers	\$ 62.70	\$ 36.00	1	2	\$ 89
Glaziers	\$ 52.25	\$ 26.05	0	2	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 33.26	0	0	\$ -
Iron Workers	\$ 60.26	\$ 29.50	0	2	\$ -
Laborers - Building	\$ 48.85	\$ 27.37	0	2	\$ -
Laborers - H&H	\$ 54.96	\$ 30.71	6	2	\$ 475
Operating Engineers - Building	\$ 67.37	\$ 35.73	0	2	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 45.86	2	2	\$ 219
Operating Engineers - Tech	\$ 69.36	\$ 42.11	1	2	\$ 97
Painters	\$ 48.35	\$ 24.62	3	2	\$ 216
Plumbers & Steamfitters	\$ 63.09	\$ 35.38	0	2	\$ -
Roofers	\$ 51.37	\$ 29.80	0	2	\$ -
Sheet Metal Workers	\$ 62.01	\$ 33.89	0	2	\$ -
Sprinkler Fitters	\$ 64.26	\$ 36.33	0	4	\$ -
Total					\$ 1,178

Savings through the Reduction of Guaranteed Pay - Parking Improvements \$ 1,178

Assumptions:

- Assume one (1) event per major scope item (excluding clubhouse work)
- Based on the number of workers on site per week
- Only eight (8) hours of 24 guaranteed unworked

Revised Pay Hours	1
Number of Events	1

Hitting/Pitching Building	Rates & Benefits	Rates Only	Workers per Week	Guaranteed Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	\$ 30.56	3	2	\$ 244
Carpenters - Building	\$ 53.54	\$ 30.65	5	2	\$ 382
Carpenters - H&H	\$ 57.33	\$ 33.13	0	2	\$ -
Electrical Workers	\$ 62.70	\$ 36.00	5	2	\$ 447
Glaziers	\$ 52.25	\$ 26.05	2	2	\$ 157
Heat & Frost Insulators	\$ 57.97	\$ 33.26	1	0	\$ (33)
Iron Workers	\$ 60.26	\$ 29.50	5	2	\$ 455
Laborers - Building	\$ 48.85	\$ 27.37	4	2	\$ 281
Laborers - H&H	\$ 54.96	\$ 30.71	4	2	\$ 317
Operating Engineers - Building	\$ 67.37	\$ 35.73	1	2	\$ 99
Operating Engineers - H&H	\$ 77.79	\$ 45.86	1	2	\$ 110
Operating Engineers - Tech	\$ 69.36	\$ 42.11	2	2	\$ 193
Painters	\$ 48.35	\$ 24.62	3	2	\$ 216
Plumbers & Steamfitters	\$ 63.09	\$ 35.38	3	2	\$ 272
Roofers	\$ 51.37	\$ 29.80	5	2	\$ 365
Sheet Metal Workers	\$ 62.01	\$ 33.89	5	2	\$ 451
Sprinkler Fitters	\$ 64.26	\$ 36.33	4	4	\$ 883
Total					\$ 4,839

Savings through the Reduction of Guaranteed Pay - Hitting/Pitching Building \$ 4,839

Assumptions:

- Assume one (1) event per major scope item (excluding clubhouse work)
- Based on the number of workers on site per week
- Only eight (8) hours of 24 guaranteed unworked

Revised Pay Hours	1
Number of Events	1

Seating	Rates & Benefits	Rates Only	Workers per Week	Guaranteed Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	\$ 30.56	0	2	\$ -
Carpenters - Building	\$ 53.54	\$ 30.65	11	2	\$ 841
Carpenters - H&H	\$ 57.33	\$ 33.13	0	2	\$ -
Electrical Workers	\$ 62.70	\$ 36.00	0	2	\$ -
Glaziers	\$ 52.25	\$ 26.05	0	2	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 33.26	0	0	\$ -
Iron Workers	\$ 60.26	\$ 29.50	0	2	\$ -
Laborers - Building	\$ 48.85	\$ 27.37	0	2	\$ -
Laborers - H&H	\$ 54.96	\$ 30.71	0	2	\$ -
Operating Engineers - Building	\$ 67.37	\$ 35.73	0	2	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 45.86	0	2	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 42.11	0	2	\$ -
Painters	\$ 48.35	\$ 24.62	0	2	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 35.38	0	2	\$ -
Roofers	\$ 51.37	\$ 29.80	0	2	\$ -
Sheet Metal Workers	\$ 62.01	\$ 33.89	0	2	\$ -
Sprinkler Fitters	\$ 64.26	\$ 36.33	0	4	\$ -
Total					\$ 841

Savings through the Reduction of Guaranteed Pay - Seating **\$ 841**

Assumptions:

- Assume one (1) event per major scope item (excluding clubhouse work)
- Based on the number of workers on site per week
- Only eight (8) hours of 24 guaranteed unworked

Revised Pay Hours	1
Number of Events	1

Caulking	Rates & Benefits	Rates Only	Workers per Week	Guaranteed Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	\$ 30.56	4	2	\$ 325
Carpenters - Building	\$ 53.54	\$ 30.65	0	2	\$ -
Carpenters - H&H	\$ 57.33	\$ 33.13	0	2	\$ -
Electrical Workers	\$ 62.70	\$ 36.00	0	2	\$ -
Glaziers	\$ 52.25	\$ 26.05	0	2	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 33.26	0	0	\$ -
Iron Workers	\$ 60.26	\$ 29.50	0	2	\$ -
Laborers - Building	\$ 48.85	\$ 27.37	0	2	\$ -
Laborers - H&H	\$ 54.96	\$ 30.71	0	2	\$ -
Operating Engineers - Building	\$ 67.37	\$ 35.73	0	2	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 45.86	0	2	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 42.11	0	2	\$ -
Painters	\$ 48.35	\$ 24.62	0	2	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 35.38	0	2	\$ -
Roofers	\$ 51.37	\$ 29.80	0	2	\$ -
Sheet Metal Workers	\$ 62.01	\$ 33.89	0	2	\$ -
Sprinkler Fitters	\$ 64.26	\$ 36.33	0	4	\$ -
Total					\$ 325

Savings through the Reduction of Guaranteed Pay - Caulking \$ 325

Assumptions:

- Assume one (1) event per major scope item (excluding clubhouse work)
- Based on the number of workers on site per week
- Only eight (8) hours of 24 guaranteed unworked

Revised Pay Hours	1
Number of Events	1

Security & Mechanical	Rates & Benefits	Rates Only	Workers per Week	Guaranteed Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	\$ 30.56	0	2	\$ -
Carpenters - Building	\$ 53.54	\$ 30.65	0	2	\$ -
Carpenters - H&H	\$ 57.33	\$ 33.13	0	2	\$ -
Electrical Workers	\$ 62.70	\$ 36.00	3	2	\$ 268
Glaziers	\$ 52.25	\$ 26.05	0	2	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 33.26	0	0	\$ -
Iron Workers	\$ 60.26	\$ 29.50	0	2	\$ -
Laborers - Building	\$ 48.85	\$ 27.37	0	2	\$ -
Laborers - H&H	\$ 54.96	\$ 30.71	0	2	\$ -
Operating Engineers - Building	\$ 67.37	\$ 35.73	0	2	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 45.86	0	2	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 42.11	0	2	\$ -
Painters	\$ 48.35	\$ 24.62	0	2	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 35.38	3	2	\$ 272
Roofers	\$ 51.37	\$ 29.80	0	2	\$ -
Sheet Metal Workers	\$ 62.01	\$ 33.89	2	2	\$ 180
Sprinkler Fitters	\$ 64.26	\$ 36.33	0	4	\$ -
Total					\$ 721

Savings through the Reduction of Guaranteed Pay - Security & Mechanical **\$ 721**

Assumptions:

- Assume one (1) event per major scope item (excluding clubhouse work)
- Based on the number of workers on site per week
- Only eight (8) hours of 24 guaranteed unworked

Revised Pay Hours	1
Number of Events	1

Facility and Patron Improvements	Rates & Benefits	Rates Only	Workers per Week	Guaranteed Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	\$ 30.56	2	2	\$ 163
Carpenters - Building	\$ 53.54	\$ 30.65	6	2	\$ 459
Carpenters - H&H	\$ 57.33	\$ 33.13	0	2	\$ -
Electrical Workers	\$ 62.70	\$ 36.00	3	2	\$ 268
Glaziers	\$ 52.25	\$ 26.05	0	2	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 33.26	0	0	\$ -
Iron Workers	\$ 60.26	\$ 29.50	0	2	\$ -
Laborers - Building	\$ 48.85	\$ 27.37	5	2	\$ 352
Laborers - H&H	\$ 54.96	\$ 30.71	1	2	\$ 79
Operating Engineers - Building	\$ 67.37	\$ 35.73	1	2	\$ 99
Operating Engineers - H&H	\$ 77.79	\$ 45.86	1	2	\$ 110
Operating Engineers - Tech	\$ 69.36	\$ 42.11	0	2	\$ -
Painters	\$ 48.35	\$ 24.62	3	2	\$ 216
Plumbers & Steamfitters	\$ 63.09	\$ 35.38	2	2	\$ 182
Roofers	\$ 51.37	\$ 29.80	0	2	\$ -
Sheet Metal Workers	\$ 62.01	\$ 33.89	3	2	\$ 270
Sprinkler Fitters	\$ 64.26	\$ 36.33	0	4	\$ -
Total					\$ 2,197

Savings through the Reduction of Guaranteed Pay - Facility & Patron Improvements \$ 2,197

Total Savings through the Reduction of Guaranteed Pay \$ 10,102

Assumptions:

- Based on the number of workers on site for each observed holiday
- Assume project site planned shutdown on Christmas/New Years week (no pay obligation)

Number of Holidays 2

Visitors & Home Clubhouse Improvements	Rates & Benefits	Workers per Week	Holiday Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	3	0	\$ -
Carpenters - Building	\$ 53.54	4	0	\$ -
Carpenters - H&H	\$ 57.33	0	8	\$ -
Electrical Workers	\$ 62.70	2	0	\$ -
Glaziers	\$ 52.25	0	0	\$ -
Heat & Frost Insulators	\$ 57.97	0	0	\$ -
Iron Workers	\$ 60.26	0	0	\$ -
Laborers - Building	\$ 48.85	3	0	\$ -
Laborers - H&H	\$ 54.96	0	8	\$ -
Operating Engineers - Building	\$ 67.37	0	8	\$ -
Operating Engineers - H&H	\$ 77.79	0	8	\$ -
Operating Engineers - Tech	\$ 69.36	0	8	\$ -
Painters	\$ 48.35	5	0	\$ -
Plumbers & Steamfitters	\$ 63.09	2	0	\$ -
Roofers	\$ 51.37	0	0	\$ -
Sheet Metal Workers	\$ 62.01	1	0	\$ -
Sprinkler Fitters	\$ 64.26	0	0	\$ -
Total				\$ -

Union Participation 40%

Savings through the Elimination of Holiday Pay - Clubhouse Improvements \$ -

Assumptions:

- Based on the number of workers on site for each observed holiday
- Assume project site planned shutdown on Christmas/New Years week (no pay obligation)

Number of Holidays 1

West Parking Improvements	Rates & Benefits	Workers per Week	Holiday Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	0	0	\$ -
Carpenters - Building	\$ 53.54	0	0	\$ -
Carpenters - H&H	\$ 57.33	1	8	\$ 459
Electrical Workers	\$ 62.70	1	0	\$ -
Glaziers	\$ 52.25	0	0	\$ -
Heat & Frost Insulators	\$ 57.97	0	0	\$ -
Iron Workers	\$ 60.26	0	0	\$ -
Laborers - Building	\$ 48.85	0	0	\$ -
Laborers - H&H	\$ 54.96	6	8	\$ 2,638
Operating Engineers - Building	\$ 67.37	0	8	\$ -
Operating Engineers - H&H	\$ 77.79	2	8	\$ 1,245
Operating Engineers - Tech	\$ 69.36	1	8	\$ 555
Painters	\$ 48.35	3	0	\$ -
Plumbers & Steamfitters	\$ 63.09	0	0	\$ -
Roofers	\$ 51.37	0	0	\$ -
Sheet Metal Workers	\$ 62.01	0	0	\$ -
Sprinkler Fitters	\$ 64.26	0	0	\$ -
Total				\$ 4,896
Union Participation				40%
Savings through the Elimination of Holiday Pay - Parking Improvements				\$ 1,958

Assumptions:

- Based on the number of workers on site for each observed holiday
- Assume project site planned shutdown on Christmas/New Years week (no pay obligation)

Number of Holidays 4

Hitting/Pitching Building	Rates & Benefits	Workers per Week	Holiday Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	3	0	\$ -
Carpenters - Building	\$ 53.54	5	0	\$ -
Carpenters - H&H	\$ 57.33	0	8	\$ -
Electrical Workers	\$ 62.70	5	0	\$ -
Glaziers	\$ 52.25	2	0	\$ -
Heat & Frost Insulators	\$ 57.97	1	0	\$ -
Iron Workers	\$ 60.26	5	0	\$ -
Laborers - Building	\$ 48.85	4	0	\$ -
Laborers - H&H	\$ 54.96	4	8	\$ 7,035
Operating Engineers - Building	\$ 67.37	1	8	\$ 2,156
Operating Engineers - H&H	\$ 77.79	1	8	\$ 2,489
Operating Engineers - Tech	\$ 69.36	2	8	\$ -
Painters	\$ 48.35	3	0	\$ -
Plumbers & Steamfitters	\$ 63.09	3	0	\$ -
Roofers	\$ 51.37	5	0	\$ -
Sheet Metal Workers	\$ 62.01	5	0	\$ -
Sprinkler Fitters	\$ 64.26	4	0	\$ -
Total				\$ 11,680
Union Participation				40%
Savings through the Elimination of Holiday Pay - Hitting/Pitching Building				\$ 4,672

Assumptions:

- Based on the number of workers on site for each observed holiday
- Assume project site planned shutdown on Christmas/New Years week (no pay obligation)

Number of Holidays

Seating	Rates & Benefits	Workers per Week	Holiday Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	0	0	\$ -
Carpenters - Building	\$ 53.54	11	0	\$ -
Carpenters - H&H	\$ 57.33	0	8	\$ -
Electrical Workers	\$ 62.70	0	0	\$ -
Glaziers	\$ 52.25	0	0	\$ -
Heat & Frost Insulators	\$ 57.97	0	0	\$ -
Iron Workers	\$ 60.26	0	0	\$ -
Laborers - Building	\$ 48.85	0	0	\$ -
Laborers - H&H	\$ 54.96	0	8	\$ -
Operating Engineers - Building	\$ 67.37	0	8	\$ -
Operating Engineers - H&H	\$ 77.79	0	8	\$ -
Operating Engineers - Tech	\$ 69.36	0	8	\$ -
Painters	\$ 48.35	0	0	\$ -
Plumbers & Steamfitters	\$ 63.09	0	0	\$ -
Roofers	\$ 51.37	0	0	\$ -
Sheet Metal Workers	\$ 62.01	0	0	\$ -
Sprinkler Fitters	\$ 64.26	0	0	\$ -
Total				\$ -

Union Participation 40%

Savings through the Elimination of Holiday Pay - Seating

Assumptions:

- Based on the number of workers on site for each observed holiday
- Assume project site planned shutdown on Christmas/New Years week (no pay obligation)

Number of Holidays

Caulking	Rates & Benefits	Workers per Week	Holiday Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	4	0	\$ -
Carpenters - Building	\$ 53.54	0	0	\$ -
Carpenters - H&H	\$ 57.33	0	8	\$ -
Electrical Workers	\$ 62.70	0	0	\$ -
Glaziers	\$ 52.25	0	0	\$ -
Heat & Frost Insulators	\$ 57.97	0	0	\$ -
Iron Workers	\$ 60.26	0	0	\$ -
Laborers - Building	\$ 48.85	0	0	\$ -
Laborers - H&H	\$ 54.96	0	8	\$ -
Operating Engineers - Building	\$ 67.37	0	8	\$ -
Operating Engineers - H&H	\$ 77.79	0	8	\$ -
Operating Engineers - Tech	\$ 69.36	0	8	\$ -
Painters	\$ 48.35	0	0	\$ -
Plumbers & Steamfitters	\$ 63.09	0	0	\$ -
Roofers	\$ 51.37	0	0	\$ -
Sheet Metal Workers	\$ 62.01	0	0	\$ -
Sprinkler Fitters	\$ 64.26	0	0	\$ -
Total				\$ -

Union Participation 40%

Savings through the Elimination of Holiday Pay - Caulking

Assumptions:

- Based on the number of workers on site for each observed holiday
- Assume project site planned shutdown on Christmas/New Years week (no pay obligation)

Number of Holidays 2

Security & Mechanical	Rates & Benefits	Workers per Week	Holiday Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	0	0	\$ -
Carpenters - Building	\$ 53.54	11	0	\$ -
Carpenters - H&H	\$ 57.33	0	8	\$ -
Electrical Workers	\$ 62.70	0	0	\$ -
Glaziers	\$ 52.25	0	0	\$ -
Heat & Frost Insulators	\$ 57.97	0	0	\$ -
Iron Workers	\$ 60.26	0	0	\$ -
Laborers - Building	\$ 48.85	0	0	\$ -
Laborers - H&H	\$ 54.96	0	8	\$ -
Operating Engineers - Building	\$ 67.37	0	8	\$ -
Operating Engineers - H&H	\$ 77.79	0	8	\$ -
Operating Engineers - Tech	\$ 69.36	0	8	\$ -
Painters	\$ 48.35	0	0	\$ -
Plumbers & Steamfitters	\$ 63.09	0	0	\$ -
Roofers	\$ 51.37	0	0	\$ -
Sheet Metal Workers	\$ 62.01	0	0	\$ -
Sprinkler Fitters	\$ 64.26	0	0	\$ -
Total				\$ -

Union Participation 40%

Savings through the Elimination of Holiday Pay - Security & Mechanical \$ -

Assumptions:

- Based on the number of workers on site for each observed holiday
- Assume project site planned shutdown on Christmas/New Years week (no pay obligation)

Number of Holidays 2

Facility and Patron Improvements	Rates & Benefits	Workers per Week	Holiday Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	2	0	\$ -
Carpenters - Building	\$ 53.54	6	0	\$ -
Carpenters - H&H	\$ 57.33	0	8	\$ -
Electrical Workers	\$ 62.70	3	0	\$ -
Glaziers	\$ 52.25	0	0	\$ -
Heat & Frost Insulators	\$ 57.97	0	0	\$ -
Iron Workers	\$ 60.26	0	0	\$ -
Laborers - Building	\$ 48.85	5	0	\$ -
Laborers - H&H	\$ 54.96	1	8	\$ 879
Operating Engineers - Building	\$ 67.37	1	8	\$ 1,078
Operating Engineers - H&H	\$ 77.79	1	8	\$ 1,245
Operating Engineers - Tech	\$ 69.36	0	8	\$ -
Painters	\$ 48.35	3	0	\$ -
Plumbers & Steamfitters	\$ 63.09	2	0	\$ -
Roofers	\$ 51.37	0	0	\$ -
Sheet Metal Workers	\$ 62.01	3	0	\$ -
Sprinkler Fitters	\$ 64.26	0	0	\$ -
Total				\$ 3,202

Union Participation 40%

Savings through the Elimination of Holiday Pay - Facility & Patron Improvements \$ 1,281

Total Savings through the Elimination of Holiday Pay \$ 7,911

Assumptions:

- Offsite fabrication would result in a 20% cost reduction
- Offsite fabrication only applies to the following crafts:
 - Carpenters (5% of total hours)
 - Electrical Workers (2% of total hours)
 - Iron Workers (2% of total hours)
 - Plumbers & Steamfitters (2% of total hours)
 - Sheet Metal Workers (5% of total hours)
- No Offsite Fabrication savings projected for the West Parking Improvements, Seating or Caulking

Visitors & Home Clubhouse Improvements	Rates & Benefits	Project Hours	Offsite Work	Cost Reduction	Total Savings
Bricklayers - Building	\$ 55.95	720	0%	20%	\$ -
Carpenters - Building	\$ 53.54	2,911	5%	20%	\$ 1,559
Carpenters - H&H	\$ 57.33	0	5%	20%	\$ -
Electrical Workers	\$ 62.70	1,865	2%	20%	\$ 468
Glaziers	\$ 52.25	0	0%	20%	\$ -
Heat & Frost Insulators	\$ 57.97	0	0%	20%	\$ -
Iron Workers	\$ 60.26	0	2%	20%	\$ -
Laborers - Building	\$ 48.85	1,612	0%	20%	\$ -
Laborers - H&H	\$ 54.96	0	0%	20%	\$ -
Operating Engineers - Building	\$ 67.37	0	0%	20%	\$ -
Operating Engineers - H&H	\$ 77.79	0	0%	20%	\$ -
Operating Engineers - Tech	\$ 69.36	0	0%	20%	\$ -
Painters	\$ 48.35	1,551	0%	20%	\$ -
Plumbers & Steamfitters	\$ 63.09	332	2%	20%	\$ 84
Roofers	\$ 51.37	0	0%	20%	\$ -
Sheet Metal Workers	\$ 62.01	187	5%	20%	\$ 116
Sprinkler Fitters	\$ 64.26	0	0%	20%	\$ -
Total		9,178			\$ 2,226
Union Participation					40%
Savings through the Use of Offsite Fabrication - Clubhouse Improvements					\$ 890

Assumptions:

- Offsite fabrication would result in a 20% cost reduction
- Offsite fabrication only applies to the following crafts:
 - Carpenters (5% of total hours)
 - Electrical Workers (2% of total hours)
 - Iron Workers (2% of total hours)
 - Plumbers & Steamfitters (2% of total hours)
 - Sheet Metal Workers (5% of total hours)
- No Offsite Fabrication savings projected for the West Parking Improvements, Seating or Caulking

West Parking Improvements	Rates & Benefits	Project Hours	Offsite Work	Cost Reduction	Total Savings
Bricklayers - Building	\$ 55.95	0	0%	20%	\$ -
Carpenters - Building	\$ 53.54	0	0%	20%	\$ -
Carpenters - H&H	\$ 57.33	120	0%	20%	\$ -
Electrical Workers	\$ 62.70	154	0%	20%	\$ -
Glaziers	\$ 52.25	0	0%	20%	\$ -
Heat & Frost Insulators	\$ 57.97	0	0%	20%	\$ -
Iron Workers	\$ 60.26	0	0%	20%	\$ -
Laborers - Building	\$ 48.85	0	0%	20%	\$ -
Laborers - H&H	\$ 54.96	4,122	0%	20%	\$ -
Operating Engineers - Building	\$ 67.37	0	0%	20%	\$ -
Operating Engineers - H&H	\$ 77.79	918	0%	20%	\$ -
Operating Engineers - Tech	\$ 69.36	16	0%	20%	\$ -
Painters	\$ 48.35	369	0%	20%	\$ -
Plumbers & Steamfitters	\$ 63.09	0	0%	20%	\$ -
Roofers	\$ 51.37	0	0%	20%	\$ -
Sheet Metal Workers	\$ 62.01	0	0%	20%	\$ -
Sprinkler Fitters	\$ 64.26	0	0%	20%	\$ -
Total		5,699			\$ -

Union Participation 40%

Savings through the Use of Offsite Fabrication - Parking Improvements \$ -

Assumptions:

- Offsite fabrication would result in a 20% cost reduction
- Offsite fabrication only applies to the following crafts:
 - Carpenters (5% of total hours)
 - Electrical Workers (2% of total hours)
 - Iron Workers (2% of total hours)
 - Plumbers & Steamfitters (2% of total hours)
 - Sheet Metal Workers (5% of total hours)
- No Offsite Fabrication savings projected for the West Parking Improvements, Seating or Caulking

Hitting/Pitching Building	Rates & Benefits	Project Hours	Offsite Work	Cost Reduction	Total Savings
Bricklayers - Building	\$ 55.95	887	0%	20%	\$ -
Carpenters - Building	\$ 53.54	4,514	5%	20%	\$ 2,417
Carpenters - H&H	\$ 57.33	0	5%	20%	\$ -
Electrical Workers	\$ 62.70	3,850	2%	20%	\$ 966
Glaziers	\$ 52.25	847	0%	20%	\$ -
Heat & Frost Insulators	\$ 57.97	141	0%	20%	\$ -
Iron Workers	\$ 60.26	1,987	2%	20%	\$ 479
Laborers - Building	\$ 48.85	3,070	0%	20%	\$ -
Laborers - H&H	\$ 54.96	1,088	0%	20%	\$ -
Operating Engineers - Building	\$ 67.37	728	0%	20%	\$ -
Operating Engineers - H&H	\$ 77.79	278	0%	20%	\$ -
Operating Engineers - Tech	\$ 69.36	228	0%	20%	\$ -
Painters	\$ 48.35	348	0%	20%	\$ -
Plumbers & Steamfitters	\$ 63.09	1,306	2%	20%	\$ 330
Roofers	\$ 51.37	1,953	0%	20%	\$ -
Sheet Metal Workers	\$ 62.01	661	5%	20%	\$ 410
Sprinkler Fitters	\$ 64.26	516	0%	20%	\$ -
Total		22,402			\$ 4,601

Union Participation 40%

Savings through the Use of Offsite Fabrication - Hitting/Pitching Building **\$ 1,840**

Assumptions:

- Offsite fabrication would result in a 20% cost reduction
- Offsite fabrication only applies to the following crafts:
 - Carpenters (5% of total hours)
 - Electrical Workers (2% of total hours)
 - Iron Workers (2% of total hours)
 - Plumbers & Steamfitters (2% of total hours)
 - Sheet Metal Workers (5% of total hours)
- No Offsite Fabrication savings projected for the West Parking Improvements, Seating or Caulking

Seating	Rates & Benefits	Project Hours	Offsite Work	Cost Reduction	Total Savings
Bricklayers - Building	\$ 55.95	0	0%	20%	\$ -
Carpenters - Building	\$ 53.54	13,493	0%	20%	\$ -
Carpenters - H&H	\$ 57.33	0	0%	20%	\$ -
Electrical Workers	\$ 62.70	0	0%	20%	\$ -
Glaziers	\$ 52.25	0	0%	20%	\$ -
Heat & Frost Insulators	\$ 57.97	0	0%	20%	\$ -
Iron Workers	\$ 60.26	0	0%	20%	\$ -
Laborers - Building	\$ 48.85	0	0%	20%	\$ -
Laborers - H&H	\$ 54.96	0	0%	20%	\$ -
Operating Engineers - Building	\$ 67.37	0	0%	20%	\$ -
Operating Engineers - H&H	\$ 77.79	0	0%	20%	\$ -
Operating Engineers - Tech	\$ 69.36	0	0%	20%	\$ -
Painters	\$ 48.35	0	0%	20%	\$ -
Plumbers & Steamfitters	\$ 63.09	0	0%	20%	\$ -
Roofers	\$ 51.37	0	0%	20%	\$ -
Sheet Metal Workers	\$ 62.01	0	0%	20%	\$ -
Sprinkler Fitters	\$ 64.26	0	0%	20%	\$ -
Total		13,493			\$ -

Union Participation 40%

Savings through the Use of Offsite Fabrication - Seating \$ -

Assumptions:

- Offsite fabrication would result in a 20% cost reduction
- Offsite fabrication only applies to the following crafts:
 - Carpenters (5% of total hours)
 - Electrical Workers (2% of total hours)
 - Iron Workers (2% of total hours)
 - Plumbers & Steamfitters (2% of total hours)
 - Sheet Metal Workers (5% of total hours)
- No Offsite Fabrication savings projected for the West Parking Improvements, Seating or Caulking

Caulking	Rates & Benefits	Project Hours	Offsite Work	Cost Reduction	Total Savings
Bricklayers - Building	\$ 55.95	3,228	0%	20%	\$ -
Carpenters - Building	\$ 53.54	0	0%	20%	\$ -
Carpenters - H&H	\$ 57.33	0	0%	20%	\$ -
Electrical Workers	\$ 62.70	0	0%	20%	\$ -
Glaziers	\$ 52.25	0	0%	20%	\$ -
Heat & Frost Insulators	\$ 57.97	0	0%	20%	\$ -
Iron Workers	\$ 60.26	0	0%	20%	\$ -
Laborers - Building	\$ 48.85	0	0%	20%	\$ -
Laborers - H&H	\$ 54.96	0	0%	20%	\$ -
Operating Engineers - Building	\$ 67.37	0	0%	20%	\$ -
Operating Engineers - H&H	\$ 77.79	0	0%	20%	\$ -
Operating Engineers - Tech	\$ 69.36	0	0%	20%	\$ -
Painters	\$ 48.35	0	0%	20%	\$ -
Plumbers & Steamfitters	\$ 63.09	0	0%	20%	\$ -
Roofers	\$ 51.37	0	0%	20%	\$ -
Sheet Metal Workers	\$ 62.01	0	0%	20%	\$ -
Sprinkler Fitters	\$ 64.26	0	0%	20%	\$ -
Total		3,228			\$ -

Union Participation 40%

Savings through the Use of Offsite Fabrication - Caulking \$ -

Assumptions:

- Offsite fabrication would result in a 20% cost reduction
- Offsite fabrication only applies to the following crafts:
 - Carpenters (5% of total hours)
 - Electrical Workers (2% of total hours)
 - Iron Workers (2% of total hours)
 - Plumbers & Steamfitters (2% of total hours)
 - Sheet Metal Workers (5% of total hours)
- No Offsite Fabrication savings projected for the West Parking Improvements, Seating or Caulking

Security & Mechanical	Rates & Benefits	Project Hours	Offsite Work	Cost Reduction	Total Savings
Bricklayers - Building	\$ 55.95	0	0%	20%	\$ -
Carpenters - Building	\$ 53.54	0	5%	20%	\$ -
Carpenters - H&H	\$ 57.33	0	5%	20%	\$ -
Electrical Workers	\$ 62.70	2,570	2%	20%	\$ 645
Glaziers	\$ 52.25	0	0%	20%	\$ -
Heat & Frost Insulators	\$ 57.97	0	0%	20%	\$ -
Iron Workers	\$ 60.26	0	2%	20%	\$ -
Laborers - Building	\$ 48.85	0	0%	20%	\$ -
Laborers - H&H	\$ 54.96	0	0%	20%	\$ -
Operating Engineers - Building	\$ 67.37	0	0%	20%	\$ -
Operating Engineers - H&H	\$ 77.79	0	0%	20%	\$ -
Operating Engineers - Tech	\$ 69.36	0	0%	20%	\$ -
Painters	\$ 48.35	0	0%	20%	\$ -
Plumbers & Steamfitters	\$ 63.09	2,286	2%	20%	\$ 577
Roofers	\$ 51.37	0	0%	20%	\$ -
Sheet Metal Workers	\$ 62.01	1,827	5%	20%	\$ 1,133
Sprinkler Fitters	\$ 64.26	0	0%	20%	\$ -
Total		6,683			\$ 2,354
Union Participation 40%					
Savings through the Use of Offsite Fabrication - Security & Mechanical					\$ 942

Assumptions:

- Offsite fabrication would result in a 20% cost reduction
- Offsite fabrication only applies to the following crafts:
 - Carpenters (5% of total hours)
 - Electrical Workers (2% of total hours)
 - Iron Workers (2% of total hours)
 - Plumbers & Steamfitters (2% of total hours)
 - Sheet Metal Workers (5% of total hours)
- No Offsite Fabrication savings projected for the West Parking Improvements, Seating or Caulking

Facility and Patron Improvements	Rates & Benefits	Project Hours	Offsite Work	Cost Reduction	Total Savings
Bricklayers - Building	\$ 55.95	2,688	0%	20%	\$ -
Carpenters - Building	\$ 53.54	9,614	5%	20%	\$ 5,147
Carpenters - H&H	\$ 57.33	0	5%	20%	\$ -
Electrical Workers	\$ 62.70	4,058	2%	20%	\$ 1,018
Glaziers	\$ 52.25	0	0%	20%	\$ -
Heat & Frost Insulators	\$ 57.97	0	0%	20%	\$ -
Iron Workers	\$ 60.26	0	2%	20%	\$ -
Laborers - Building	\$ 48.85	8,741	0%	20%	\$ -
Laborers - H&H	\$ 54.96	1,258	0%	20%	\$ -
Operating Engineers - Building	\$ 67.37	53	0%	20%	\$ -
Operating Engineers - H&H	\$ 77.79	366	0%	20%	\$ -
Operating Engineers - Tech	\$ 69.36	0	0%	20%	\$ -
Painters	\$ 48.35	4,376	0%	20%	\$ -
Plumbers & Steamfitters	\$ 63.09	3,442	2%	20%	\$ 869
Roofers	\$ 51.37	0	0%	20%	\$ -
Sheet Metal Workers	\$ 62.01	4,450	5%	20%	\$ 2,759
Sprinkler Fitters	\$ 64.26	0	0%	20%	\$ -
Total		39,046			\$ 9,793
			Union Participation	40%	
Savings through the Use of Offsite Fabrication - Facility & Patron Improvements					\$ 3,917
Total Savings through the Use of Offsite Fabrication					\$ 7,590

Assumptions:

- Savings assumed by reducing one (1) work break by approximately five (5) minutes per day per employee

Visitors & Home Clubhouse Improvements	Union Rates	Project Hours	Workers per Week	Estimated Days	Total Savings
Bricklayers - Building	\$ 30.56	720	3	30	\$ 229
Carpenters - Building	\$ 30.65	2,911	4	91	\$ 929
Carpenters - H&H	\$ 33.13	0	0	0	\$ -
Electrical Workers	\$ 36.00	1,865	2	117	\$ 699
Glaziers	\$ 26.05	0	0	0	\$ -
Heat & Frost Insulators	\$ 33.26	0	0	0	\$ -
Iron Workers	\$ 29.50	0	0	0	\$ -
Laborers - Building	\$ 27.37	1,612	3	67	\$ 460
Laborers - H&H	\$ 30.71	0	0	0	\$ -
Operating Engineers - Building	\$ 35.73	0	0	0	\$ -
Operating Engineers - H&H	\$ 45.86	0	0	0	\$ -
Operating Engineers - Tech	\$ 42.11	0	0	0	\$ -
Painters	\$ 24.62	1,551	5	39	\$ 398
Plumbers & Steamfitters	\$ 35.38	332	2	21	\$ 122
Roofers	\$ 29.80	0	0	0	\$ -
Sheet Metal Workers	\$ 33.89	187	1	23	\$ 66
Sprinkler Fitters	\$ 36.33	0	0	0	\$ -
Total		9,178			\$ 2,904
				Union Participation 40%	
Savings through the Reduction of Work Breaks - Clubhouse Improvements					\$ 1,161

Assumptions:

- Savings assumed by reducing one (1) work break by approximately five (5) minutes per day per employee

West Parking Improvements	Union Rates	Project Hours	Workers per Week	Estimated Days	Total Savings
Bricklayers - Building	\$ 30.56	887	3	37	\$ 282
Carpenters - Building	\$ 30.65	4,514	5	113	\$ 1,441
Carpenters - H&H	\$ 33.13	0	0	0	\$ -
Electrical Workers	\$ 36.00	3,850	5	96	\$ 1,444
Glaziers	\$ 26.05	847	2	53	\$ 230
Heat & Frost Insulators	\$ 33.26	141	1	18	\$ 49
Iron Workers	\$ 29.50	1,987	5	50	\$ 611
Laborers - Building	\$ 27.37	3,070	4	96	\$ 875
Laborers - H&H	\$ 30.71	1,088	4	34	\$ 348
Operating Engineers - Building	\$ 35.73	728	1	91	\$ 271
Operating Engineers - H&H	\$ 45.86	278	1	35	\$ 133
Operating Engineers - Tech	\$ 42.11	228	2	14	\$ 100
Painters	\$ 24.62	348	3	15	\$ 89
Plumbers & Steamfitters	\$ 35.38	1,306	3	54	\$ 481
Roofers	\$ 29.80	1,953	5	49	\$ 606
Sheet Metal Workers	\$ 33.89	661	5	17	\$ 233
Sprinkler Fitters	\$ 36.33	516	4	16	\$ 195
Total		22,402			\$ 7,389
			Union Participation	40%	
			Savings through the Reduction of Work Breaks - Parking Improvements		\$ 2,956

Assumptions:

- Savings assumed by reducing one (1) work break by approximately five (5) minutes per day per employee

Hitting/Pitching Building	Union Rates	Project Hours	Workers per Week	Estimated Days	Total Savings
Bricklayers - Building	\$ 30.56	887	3	37	\$ 282
Carpenters - Building	\$ 30.65	4,514	5	113	\$ 1,441
Carpenters - H&H	\$ 33.13	0	0	0	\$ -
Electrical Workers	\$ 36.00	3,850	5	96	\$ 1,444
Glaziers	\$ 26.05	847	2	53	\$ 230
Heat & Frost Insulators	\$ 33.26	141	1	18	\$ 49
Iron Workers	\$ 29.50	1,987	5	50	\$ 611
Laborers - Building	\$ 27.37	3,070	4	96	\$ 875
Laborers - H&H	\$ 30.71	1,088	4	34	\$ 348
Operating Engineers - Building	\$ 35.73	728	1	91	\$ 271
Operating Engineers - H&H	\$ 45.86	278	1	35	\$ 133
Operating Engineers - Tech	\$ 42.11	228	2	14	\$ 100
Painters	\$ 24.62	348	3	15	\$ 89
Plumbers & Steamfitters	\$ 35.38	1,306	3	54	\$ 481
Roofers	\$ 29.80	1,953	5	49	\$ 606
Sheet Metal Workers	\$ 33.89	661	5	17	\$ 233
Sprinkler Fitters	\$ 36.33	516	4	16	\$ 195
Total		22,402			\$ 7,389
Union Participation					40%
Savings through the Reduction of Work Breaks - Hitting/Pitching Building					\$ 2,956

Assumptions:

- Savings assumed by reducing one (1) work break by approximately five (5) minutes per day per employee

Seating	Union Rates	Project Hours	Workers per Week	Estimated Days	Total Savings
Bricklayers - Building	\$ 30.56	0	0	0	\$ -
Carpenters - Building	\$ 30.65	13,493	11	153	\$ 4,308
Carpenters - H&H	\$ 33.13	0	0	0	\$ -
Electrical Workers	\$ 36.00	0	0	0	\$ -
Glaziers	\$ 26.05	0	0	0	\$ -
Heat & Frost Insulators	\$ 33.26	0	0	0	\$ -
Iron Workers	\$ 29.50	0	0	0	\$ -
Laborers - Building	\$ 27.37	0	0	0	\$ -
Laborers - H&H	\$ 30.71	0	0	0	\$ -
Operating Engineers - Building	\$ 35.73	0	0	0	\$ -
Operating Engineers - H&H	\$ 45.86	0	0	0	\$ -
Operating Engineers - Tech	\$ 42.11	0	0	0	\$ -
Painters	\$ 24.62	0	0	0	\$ -
Plumbers & Steamfitters	\$ 35.38	0	0	0	\$ -
Roofers	\$ 29.80	0	0	0	\$ -
Sheet Metal Workers	\$ 33.89	0	0	0	\$ -
Sprinkler Fitters	\$ 36.33	0	0	0	\$ -
Total		13,493			\$ 4,308
			Union Participation	40%	
			Savings through the Reduction of Work Breaks - Seating		\$ 1,723

Assumptions:

- Savings assumed by reducing one (1) work break by approximately five (5) minutes per day per employee

Caulking	Union Rates	Project Hours	Workers per Week	Estimated Days	Total Savings
Bricklayers - Building	\$ 30.56	3,228	4	101	\$ 1,028
Carpenters - Building	\$ 30.65	0	0	0	\$ -
Carpenters - H&H	\$ 33.13	0	0	0	\$ -
Electrical Workers	\$ 36.00	0	0	0	\$ -
Glaziers	\$ 26.05	0	0	0	\$ -
Heat & Frost Insulators	\$ 33.26	0	0	0	\$ -
Iron Workers	\$ 29.50	0	0	0	\$ -
Laborers - Building	\$ 27.37	0	0	0	\$ -
Laborers - H&H	\$ 30.71	0	0	0	\$ -
Operating Engineers - Building	\$ 35.73	0	0	0	\$ -
Operating Engineers - H&H	\$ 45.86	0	0	0	\$ -
Operating Engineers - Tech	\$ 42.11	0	0	0	\$ -
Painters	\$ 24.62	0	0	0	\$ -
Plumbers & Steamfitters	\$ 35.38	0	0	0	\$ -
Roofers	\$ 29.80	0	0	0	\$ -
Sheet Metal Workers	\$ 33.89	0	0	0	\$ -
Sprinkler Fitters	\$ 36.33	0	0	0	\$ -
Total		3,228			\$ 1,028
			Union Participation	40%	
			Savings through the Reduction of Work Breaks - Caulking		\$ 411

Assumptions:

- Savings assumed by reducing one (1) work break by approximately five (5) minutes per day per employee

Security & Mechanical	Union Rates	Project Hours	Workers per Week	Estimated Days	Total Savings
Bricklayers - Building	\$ 30.56	0	0	0	\$ -
Carpenters - Building	\$ 30.65	0	0	0	\$ -
Carpenters - H&H	\$ 33.13	0	0	0	\$ -
Electrical Workers	\$ 36.00	2,570	3	107	\$ 964
Glaziers	\$ 26.05	0	0	0	\$ -
Heat & Frost Insulators	\$ 33.26	0	0	0	\$ -
Iron Workers	\$ 29.50	0	0	0	\$ -
Laborers - Building	\$ 27.37	0	0	0	\$ -
Laborers - H&H	\$ 30.71	0	0	0	\$ -
Operating Engineers - Building	\$ 35.73	0	0	0	\$ -
Operating Engineers - H&H	\$ 45.86	0	0	0	\$ -
Operating Engineers - Tech	\$ 42.11	0	0	0	\$ -
Painters	\$ 24.62	0	0	0	\$ -
Plumbers & Steamfitters	\$ 35.38	2,286	3	95	\$ 842
Roofers	\$ 29.80	0	0	0	\$ -
Sheet Metal Workers	\$ 33.89	1,827	2	114	\$ 645
Sprinkler Fitters	\$ 36.33	0	0	0	\$ -
Total		6,683			\$ 2,451
			Union Participation	40%	
Savings through the Reduction of Work Breaks - Security & Mechanical					\$ 980

Assumptions:

- Savings assumed by reducing one (1) work break by approximately five (5) minutes per day per employee

Facility and Patron Improvements	Union Rates	Project Hours	Workers per Week	Estimated Days	Total Savings
Bricklayers - Building	\$ 30.56	2,688	2	168	\$ 856
Carpenters - Building	\$ 30.65	9,614	6	200	\$ 3,069
Carpenters - H&H	\$ 33.13	0	0	0	\$ -
Electrical Workers	\$ 36.00	4,058	3	169	\$ 1,522
Glaziers	\$ 26.05	0	0	0	\$ -
Heat & Frost Insulators	\$ 33.26	0	0	0	\$ -
Iron Workers	\$ 29.50	0	0	0	\$ -
Laborers - Building	\$ 27.37	8,741	5	219	\$ 2,492
Laborers - H&H	\$ 30.71	1,258	1	157	\$ 402
Operating Engineers - Building	\$ 35.73	53	1	7	\$ 20
Operating Engineers - H&H	\$ 45.86	366	1	46	\$ 175
Operating Engineers - Tech	\$ 42.11	0	0	0	\$ -
Painters	\$ 24.62	4,376	3	182	\$ 1,122
Plumbers & Steamfitters	\$ 35.38	3,442	2	215	\$ 1,269
Roofers	\$ 29.80	0	0	0	\$ -
Sheet Metal Workers	\$ 33.89	4,450	3	185	\$ 1,571
Sprinkler Fitters	\$ 36.33	0	0	0	\$ -
Total		39,046			\$ 12,498
				Union Participation 40%	
				Savings through the Reduction of Work Breaks - Facility & Patron Improvements	\$ 4,999
				Total Savings through the Reduction of Work Breaks	\$ 15,187

Assumptions:

- Assume all craft hours with Heavy & Highway classification be reclassified as Building
- All reclassified work subject to Building rates only

Visitors & Home Clubhouse Improvements	Project Hours	Union Rates	Conession Rates	Labor Cost (w/o Con.)	Labor Cost (w/ Con.)	Total Savings
Bricklayers - Building	720	\$ 30.56	\$ 30.56	\$ 22,003	\$ 22,003	\$ -
Carpenters - Building	2,911	\$ 30.65	\$ 30.65	\$ 89,222	\$ 89,222	\$ -
Carpenters - H&H	0	\$ 33.13	\$ 30.65	\$ -	\$ -	\$ -
Electrical Workers	1,865	\$ 36.00	\$ 36.00	\$ 67,140	\$ 67,140	\$ -
Glaziers	0	\$ 26.05	\$ 26.05	\$ -	\$ -	\$ -
Heat & Frost Insulators	0	\$ 33.26	\$ 33.26	\$ -	\$ -	\$ -
Iron Workers	0	\$ 29.50	\$ 29.50	\$ -	\$ -	\$ -
Laborers - Building	1,612	\$ 27.37	\$ 27.37	\$ 44,120	\$ 44,120	\$ -
Laborers - H&H	0	\$ 30.71	\$ 27.37	\$ -	\$ -	\$ -
Operating Engineers - Building	0	\$ 35.73	\$ 35.73	\$ -	\$ -	\$ -
Operating Engineers - H&H	0	\$ 45.86	\$ 35.73	\$ -	\$ -	\$ -
Operating Engineers - Tech	0	\$ 42.11	\$ 42.11	\$ -	\$ -	\$ -
Painters	1,551	\$ 24.62	\$ 24.62	\$ 38,186	\$ 38,186	\$ -
Plumbers & Steamfitters	332	\$ 35.38	\$ 35.38	\$ 11,746	\$ 11,746	\$ -
Roofers	0	\$ 29.80	\$ 29.80	\$ -	\$ -	\$ -
Sheet Metal Workers	187	\$ 33.89	\$ 33.89	\$ 6,337	\$ 6,337	\$ -
Sprinkler Fitters	0	\$ 36.33	\$ 36.33	\$ -	\$ -	\$ -
Total	9,178			\$ 278,755	\$ 278,755	\$ -

Union Participation 40%

Savings through the Use of Wage Concessions - Clubhouse Improvements \$ -

Assumptions:

- Assume all craft hours with Heavy & Highway classification be reclassified as Building
- All reclassified work subject to Building rates only

West Parking Improvements	Project Hours	Union Rates	Conession Rates	Labor Cost (w/o Con.)	Labor Cost (w/ Con.)	Total Savings
Bricklayers - Building	0	\$ 30.56	\$ 30.56	\$ -	\$ -	\$ -
Carpenters - Building	0	\$ 30.65	\$ 30.65	\$ -	\$ -	\$ -
Carpenters - H&H	120	\$ 33.13	\$ 30.65	\$ 3,976	\$ 3,678	\$ 298
Electrical Workers	154	\$ 36.00	\$ 36.00	\$ 5,544	\$ 5,544	\$ -
Glaziers	0	\$ 26.05	\$ 26.05	\$ -	\$ -	\$ -
Heat & Frost Insulators	0	\$ 33.26	\$ 33.26	\$ -	\$ -	\$ -
Iron Workers	0	\$ 29.50	\$ 29.50	\$ -	\$ -	\$ -
Laborers - Building	0	\$ 27.37	\$ 27.37	\$ -	\$ -	\$ -
Laborers - H&H	4,122	\$ 30.71	\$ 27.37	\$ 126,587	\$ 112,819	\$ 13,767
Operating Engineers - Building	0	\$ 35.73	\$ 35.73	\$ -	\$ -	\$ -
Operating Engineers - H&H	918	\$ 45.86	\$ 35.73	\$ 42,099	\$ 32,800	\$ 9,299
Operating Engineers - Tech	16	\$ 42.11	\$ 42.11	\$ 674	\$ 674	\$ -
Painters	369	\$ 24.62	\$ 24.62	\$ 9,085	\$ 9,085	\$ -
Plumbers & Steamfitters	0	\$ 35.38	\$ 35.38	\$ -	\$ -	\$ -
Roofers	0	\$ 29.80	\$ 29.80	\$ -	\$ -	\$ -
Sheet Metal Workers	0	\$ 33.89	\$ 33.89	\$ -	\$ -	\$ -
Sprinkler Fitters	0	\$ 36.33	\$ 36.33	\$ -	\$ -	\$ -
Total	5,699			\$ 187,964	\$ 164,600	\$ 23,364
				Union Participation 40%		
Savings through the Use of Wage Concessions - Parking Improvements						\$ 9,346

Assumptions:

- Assume all craft hours with Heavy & Highway classification be reclassified as Building
- All reclassified work subject to Building rates only

Hitting/Pitching Building	Project Hours	Union Rates	Conession Rates	Labor Cost (w/o Con.)	Labor Cost (w/ Con.)	Total Savings
Bricklayers - Building	887	\$ 30.56	\$ 30.56	\$ 27,107	\$ 27,107	\$ -
Carpenters - Building	4,514	\$ 30.65	\$ 30.65	\$ 138,354	\$ 138,354	\$ -
Carpenters - H&H	0	\$ 33.13	\$ 30.65	\$ -	\$ -	\$ -
Electrical Workers	3,850	\$ 36.00	\$ 36.00	\$ 138,600	\$ 138,600	\$ -
Glaziers	847	\$ 26.05	\$ 26.05	\$ 22,064	\$ 22,064	\$ -
Heat & Frost Insulators	141	\$ 33.26	\$ 33.26	\$ 4,690	\$ 4,690	\$ -
Iron Workers	1,987	\$ 29.50	\$ 29.50	\$ 58,617	\$ 58,617	\$ -
Laborers - Building	3,070	\$ 27.37	\$ 27.37	\$ 84,026	\$ 84,026	\$ -
Laborers - H&H	1,088	\$ 30.71	\$ 27.37	\$ 33,412	\$ 29,779	\$ 3,634
Operating Engineers - Building	728	\$ 35.73	\$ 35.73	\$ 26,011	\$ 26,011	\$ -
Operating Engineers - H&H	278	\$ 45.86	\$ 35.73	\$ 12,749	\$ 9,933	\$ 2,816
Operating Engineers - Tech	228	\$ 42.11	\$ 42.11	\$ 9,601	\$ 9,601	\$ -
Painters	348	\$ 24.62	\$ 24.62	\$ 8,568	\$ 8,568	\$ -
Plumbers & Steamfitters	1,306	\$ 35.38	\$ 35.38	\$ 46,206	\$ 46,206	\$ -
Roofers	1,953	\$ 29.80	\$ 29.80	\$ 58,199	\$ 58,199	\$ -
Sheet Metal Workers	661	\$ 33.89	\$ 33.89	\$ 22,401	\$ 22,401	\$ -
Sprinkler Fitters	516	\$ 36.33	\$ 36.33	\$ 18,746	\$ 18,746	\$ -
Total	22,402			\$ 709,352	\$ 702,902	\$ 6,450
					Union Participation 40%	
Savings through the Use of Wage Concessions - Hitting/Pitching Building						\$ 2,580

Assumptions:

- Assume all craft hours with Heavy & Highway classification be reclassified as Building
- All reclassified work subject to Building rates only

Seating	Project Hours	Union Rates	Conession Rates	Labor Cost (w/o Con.)	Labor Cost (w/ Con.)	Total Savings
Bricklayers - Building	0	\$ 30.56	\$ 30.56	\$ -	\$ -	\$ -
Carpenters - Building	13,493	\$ 30.65	\$ 30.65	\$ 413,560	\$ 413,560	\$ -
Carpenters - H&H	0	\$ 33.13	\$ 30.65	\$ -	\$ -	\$ -
Electrical Workers	0	\$ 36.00	\$ 36.00	\$ -	\$ -	\$ -
Glaziers	0	\$ 26.05	\$ 26.05	\$ -	\$ -	\$ -
Heat & Frost Insulators	0	\$ 33.26	\$ 33.26	\$ -	\$ -	\$ -
Iron Workers	0	\$ 29.50	\$ 29.50	\$ -	\$ -	\$ -
Laborers - Building	0	\$ 27.37	\$ 27.37	\$ -	\$ -	\$ -
Laborers - H&H	0	\$ 30.71	\$ 27.37	\$ -	\$ -	\$ -
Operating Engineers - Building	0	\$ 35.73	\$ 35.73	\$ -	\$ -	\$ -
Operating Engineers - H&H	0	\$ 45.86	\$ 35.73	\$ -	\$ -	\$ -
Operating Engineers - Tech	0	\$ 42.11	\$ 42.11	\$ -	\$ -	\$ -
Painters	0	\$ 24.62	\$ 24.62	\$ -	\$ -	\$ -
Plumbers & Steamfitters	0	\$ 35.38	\$ 35.38	\$ -	\$ -	\$ -
Roofers	0	\$ 29.80	\$ 29.80	\$ -	\$ -	\$ -
Sheet Metal Workers	0	\$ 33.89	\$ 33.89	\$ -	\$ -	\$ -
Sprinkler Fitters	0	\$ 36.33	\$ 36.33	\$ -	\$ -	\$ -
Total	13,493			\$ 413,560	\$ 413,560	\$ -

Union Participation 40%

Savings through the Use of Wage Concessions - Seating \$ -

Assumptions:

- Assume all craft hours with Heavy & Highway classification be reclassified as Building
- All reclassified work subject to Building rates only

Caulking	Project Hours	Union Rates	Conession Rates	Labor Cost (w/o Con.)	Labor Cost (w/ Con.)	Total Savings
Bricklayers - Building	3,228	\$ 30.56	\$ 30.56	\$ 98,648	\$ 98,648	\$ -
Carpenters - Building	0	\$ 30.65	\$ 30.65	\$ -	\$ -	\$ -
Carpenters - H&H	0	\$ 33.13	\$ 30.65	\$ -	\$ -	\$ -
Electrical Workers	0	\$ 36.00	\$ 36.00	\$ -	\$ -	\$ -
Glaziers	0	\$ 26.05	\$ 26.05	\$ -	\$ -	\$ -
Heat & Frost Insulators	0	\$ 33.26	\$ 33.26	\$ -	\$ -	\$ -
Iron Workers	0	\$ 29.50	\$ 29.50	\$ -	\$ -	\$ -
Laborers - Building	0	\$ 27.37	\$ 27.37	\$ -	\$ -	\$ -
Laborers - H&H	0	\$ 30.71	\$ 27.37	\$ -	\$ -	\$ -
Operating Engineers - Building	0	\$ 35.73	\$ 35.73	\$ -	\$ -	\$ -
Operating Engineers - H&H	0	\$ 45.86	\$ 35.73	\$ -	\$ -	\$ -
Operating Engineers - Tech	0	\$ 42.11	\$ 42.11	\$ -	\$ -	\$ -
Painters	0	\$ 24.62	\$ 24.62	\$ -	\$ -	\$ -
Plumbers & Steamfitters	0	\$ 35.38	\$ 35.38	\$ -	\$ -	\$ -
Roofers	0	\$ 29.80	\$ 29.80	\$ -	\$ -	\$ -
Sheet Metal Workers	0	\$ 33.89	\$ 33.89	\$ -	\$ -	\$ -
Sprinkler Fitters	0	\$ 36.33	\$ 36.33	\$ -	\$ -	\$ -
Total	3,228			\$ 98,648	\$ 98,648	\$ -

Union Participation 40%

Savings through the Use of Wage Concessions - Caulking \$ -

Assumptions:

- Assume all craft hours with Heavy & Highway classification be reclassified as Building
- All reclassified work subject to Building rates only

Security & Mechanical	Project Hours	Union Rates	Conession Rates	Labor Cost (w/o Con.)	Labor Cost (w/ Con.)	Total Savings
Bricklayers - Building	0	\$ 30.56	\$ 30.56	\$ -	\$ -	\$ -
Carpenters - Building	0	\$ 30.65	\$ 30.65	\$ -	\$ -	\$ -
Carpenters - H&H	0	\$ 33.13	\$ 30.65	\$ -	\$ -	\$ -
Electrical Workers	2,570	\$ 36.00	\$ 36.00	\$ 92,520	\$ 92,520	\$ -
Glaziers	0	\$ 26.05	\$ 26.05	\$ -	\$ -	\$ -
Heat & Frost Insulators	0	\$ 33.26	\$ 33.26	\$ -	\$ -	\$ -
Iron Workers	0	\$ 29.50	\$ 29.50	\$ -	\$ -	\$ -
Laborers - Building	0	\$ 27.37	\$ 27.37	\$ -	\$ -	\$ -
Laborers - H&H	0	\$ 30.71	\$ 27.37	\$ -	\$ -	\$ -
Operating Engineers - Building	0	\$ 35.73	\$ 35.73	\$ -	\$ -	\$ -
Operating Engineers - H&H	0	\$ 45.86	\$ 35.73	\$ -	\$ -	\$ -
Operating Engineers - Tech	0	\$ 42.11	\$ 42.11	\$ -	\$ -	\$ -
Painters	0	\$ 24.62	\$ 24.62	\$ -	\$ -	\$ -
Plumbers & Steamfitters	2,286	\$ 35.38	\$ 35.38	\$ 80,879	\$ 80,879	\$ -
Roofers	0	\$ 29.80	\$ 29.80	\$ -	\$ -	\$ -
Sheet Metal Workers	1,827	\$ 33.89	\$ 33.89	\$ 61,917	\$ 61,917	\$ -
Sprinkler Fitters	0	\$ 36.33	\$ 36.33	\$ -	\$ -	\$ -
Total	6,683			\$ 235,316	\$ 235,316	\$ -

Union Participation 40%

Savings through the Use of Wage Concessions - Security & Mechanical \$ -

Assumptions:

- Assume all craft hours with Heavy & Highway classification be reclassified as Building
- All reclassified work subject to Building rates only

Facility and Patron Improvements	Project Hours	Union Rates	Conession Rates	Labor Cost (w/o Con.)	Labor Cost (w/ Con.)	Total Savings
Bricklayers - Building	2,688	\$ 30.56	\$ 30.56	\$ 82,145	\$ 82,145	\$ -
Carpenters - Building	9,614	\$ 30.65	\$ 30.65	\$ 294,669	\$ 294,669	\$ -
Carpenters - H&H	0	\$ 33.13	\$ 30.65	\$ -	\$ -	\$ -
Electrical Workers	4,058	\$ 36.00	\$ 36.00	\$ 146,088	\$ 146,088	\$ -
Glaziers	0	\$ 26.05	\$ 26.05	\$ -	\$ -	\$ -
Heat & Frost Insulators	0	\$ 33.26	\$ 33.26	\$ -	\$ -	\$ -
Iron Workers	0	\$ 29.50	\$ 29.50	\$ -	\$ -	\$ -
Laborers - Building	8,741	\$ 27.37	\$ 27.37	\$ 239,241	\$ 239,241	\$ -
Laborers - H&H	1,258	\$ 30.71	\$ 27.37	\$ 38,633	\$ 34,431	\$ 4,202
Operating Engineers - Building	53	\$ 35.73	\$ 35.73	\$ 1,894	\$ 1,894	\$ -
Operating Engineers - H&H	366	\$ 45.86	\$ 35.73	\$ 16,785	\$ 13,077	\$ 3,708
Operating Engineers - Tech	0	\$ 42.11	\$ 42.11	\$ -	\$ -	\$ -
Painters	4,376	\$ 24.62	\$ 24.62	\$ 107,737	\$ 107,737	\$ -
Plumbers & Steamfitters	3,442	\$ 35.38	\$ 35.38	\$ 121,778	\$ 121,778	\$ -
Roofers	0	\$ 29.80	\$ 29.80	\$ -	\$ -	\$ -
Sheet Metal Workers	4,450	\$ 33.89	\$ 33.89	\$ 150,811	\$ 150,811	\$ -
Sprinkler Fitters	0	\$ 36.33	\$ 36.33	\$ -	\$ -	\$ -
Total	39,046			\$ 1,199,781	\$ 1,191,871	\$ 7,909

Union Participation 40%

Savings through the Use of Wage Concessions - Facility & Patron Improvements **\$ 3,164**

Total Savings through the Use of Wage Concessions **\$ 15,090**

Assumptions:

- Contractor contributions capped at \$15,000

Narrative:

To support Rochester Careers in Construction, Inc., a New York not-for-profit corporation, the Construction Manager will contribute \$4,660, the equivalent of \$0.15/hour for each projected hour to be worked on the Project.

Project	Project Hours	Program Cost (\$/hr)	Program Cost
Frontier Field	100,534	\$ (0.15)	\$ (15,080)
Total			\$ (15,080)

Total Cost of Supporting Rochester Careers in Construction **\$ (15,080)**

Assumptions:

- Wicks Law is applicable to all MEP work (excluding the Hitting/Pitching Building)
- Assume a modest ten (10) percent reduction in project cost

Narrative:

Recent state legislation includes a provision that allows the Project Owner to avoid the use of Wicks Law if a Project Labor Agreement is implemented. Wicks Law requires that public works projects of this nature use multiple prime contractors, in a designated fashion, rather than allowing a single contractor on a construction projects.

Reports prepared by the New York State Division of Budget (May 1987) and New York State School Boards Association (March 1991) indicate that elimination of the requirement to comply with Wicks Law would reduce construction costs by 20 to 30 percent.

Project	Project Cost	Wicks Law Reduction	Program Cost
Frontier Field	\$ 3,450,261	10%	\$ 345,026
Total			\$ 345,026
Total Savings through the Avoidance of Wicks Law			\$ 345,026

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